



**Louisiana Housing**  
Corporation

# Strategic Plan

## 2023-2026

— Progress Report —

*As of 10-01-2024*

**LHC Strategic Plan 2023-2026 Worksheet**
**Strategic Goal #1: Tax Credit (Louis Russell/Wendy Hall)**
**CREATE HOUSING THAT INCREASES ECONOMIC DEVELOPMENT, JOBS, AND BUILDS COMMUNITY**

**Objective 1.1:** Address unmet needs of low- income and critical needs populations by increasing accessibility to housing

**Instructions:** Provide a concise summary of the state's unmet needs of low-income and critical needs populations and what LHC has done to increase accessibility to housing. Provide the listed measures of success.

Year	Response
2023	
2024	Availability of funding sources continue to be a problem and competition for resources is high. LHC continues to address these issues through diverse funding streams like LIHTC, HOME, NHTF, etc., for Gap financing.
2025	
2026	

Measures of Success	2023	2024	2025	2026
Projected Rental Unit Allocations	2,714	3,180		
Number of Rehab Units	653	336		

**Objective 1.2:** Use the QAP and other tools to expand high-quality, resilient housing choices for low-and moderate-income households in urban and rural areas.

**Instructions:** Describe how the state QAP has expanded resilient housing choices for low-and moderate-income households in urban and rural areas. Provide the listed measures of success.

Year	Response
2023	
2024	Threshold resiliency requirements for NC and fortified roof requirements for all projects. Also allowed for point through Scoring criteria for FG and FS to further incentivize resiliency standards.
2025	
2026	

Measures of Success	2023	2024	2025	2026
Dollars Awarded *Rural Rental Rehab Program* *Million*	N/A	N/A		

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Dollars awarded in Low-Income Housing Tax Credit *Million*	\$13 M	Approx. \$13 M		
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**Objective 1.3:** Develop innovative approaches to deal with higher development costs, taxes, and insurance premiums and revitalization efforts to deal with adjudicated properties.

**Instructions:** Provide a concise summary of how LHC has developed innovative approaches to deal with higher development costs, taxes, and insurance premiums for adjudicated properties.

Year	Response
2023	
2024	Required certain resiliency requirements for all projects in the hope that it would result in lower insurance premiums for the project. Allowed use of TCAP program income in order to close funding gaps for projects.
2025	
2026	

**Objective 1.4:** Develop greater synergy with the development community, sister agencies, and non-profit organizations

**Instructions:** Describe how LHC has developed an improvement of synergy with the communities, sister agencies, and non-profit organizations.

Year	Response
2023	
2024	Set aside of LIHTC allocation for NP/CHDO's. LHC reviewed and restructured HOME funded programs to create additional Homeownership opportunities for lower income families. Established opportunities for collaboration with local municipalities, PHA's and other NP housing partners to address the various community housing needs.
2025	
2026	

**Objective 1.5:** Establish strong relationships with lenders to make capital accessible to emerging developers

**Instructions:** Explain how LHC has established relationships with lenders and how capital has become accessible to developers. Provide the listed measure of success.

Year	Response
2023	



2024	LHC continues to engage the LIHTC syndicator community and various lending institutions such as the FHLB to enhance funding opportunities and resources.
2025	
2026	

Measures of Success	2023	2024	2025	2026
Number Of New Developers		5		

**LHC Strategic Plan 2023-2026 Worksheet****Strategic Goal #2: Homeownership (Brenda Evans)****EXPAND HOMEOWNERSHIP OPPORTUNITIES ACROSS THE STATE**

**Objective 2.1:** Provide equitable access to homeownership assistance among underserved populations and markets.

**Instructions:** Describe how LHC has provided access to homeownership assistance among underserved populations and markets. Provide the listed measure of success.

<b>Year</b>	<b>Response</b>
<b>2023</b>	Homeownership programs were implemented to serve low to moderate income potential homeowners. Pathways & Resilience Soft Second utilized CDBG funding.
<b>2024</b>	21 loans for Pathways in 2023 and 38 YTD for 2024. MRB program production has been pushed through Outreach team. Homebuyer education efforts increased. Think Tank has been a collaborative effort to address housing obstacles.
<b>2025</b>	
<b>2026</b>	

<b>Measures of Success</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Number First-Time Home Loans	962	850		
Production First-Time Home Loans	\$173,051,138	\$156,015,234		

**Objective 2.2:** Increase awareness and utilization of homeownership education and sustained assistance

**Instructions:** Provide a concise summary on how LHC has increased awareness and utilization of homeownership education and sustained assistance. Provide the listed measure of success.

<b>Year</b>	<b>Response</b>
<b>2023</b>	<b>We continue to support HCA across the state and host both virtual and in person and virtual homebuyer education classes each month.</b>
<b>2024</b>	<b>We continue to support HCA across the state and host both virtual and in person and virtual homebuyer education classes each month. Over 2,000 persons received counseling virtually and 72 attended in person at LHC. Currently, LHC is engaged with 311 persons in one-on-one counseling.</b>
<b>2025</b>	
<b>2026</b>	

Measures of Success	2023	2024	2025	2026
Homebuyer Education Graduates	1,479	Over 2,000		
Awards for Homeownership Counseling	\$467,281	\$502,990		

**Objective 2.3:** Increase communication and marketing of the single-family program.

**Instructions:** Describe how LHC has increased communication and marketing of the single-family program. Provide the listed measure of success.

Year	Response
2023	Keys for Service and Homebuyer Education seminar were heavily marketed.
2024	In 2024, outreach, homeownership events, Think Tanks, and education opportunities have been marketed. This year has a focus on outreach events and ways to learn more on the process and preparation.
2025	
2026	

Measures of Success	2023	2024	2025	2026
Number of Social Media Posts Dedicated to Homeownership	210	162		

**Objective 2.4:** Develop and implement home preservation programs for current homeowners

**Instructions:** Provide a concise summary of developed and implemented home preservation programs. Provide the listed measure of success.

Year	Response
2023	The Housing Preservation Grant served those at 50% AMI or less in need of repairs such as roofing, heating, ventilation, HVAC, and/or handicap accessibility features.
2024	The Blue Tarp Program is now closed, but it assisted owner-occupied homes in need of roof repair or replacement.
2025	
2026	

Measures of Success	2023	2024	2025	2026
Households Assisted	12 (HPG)	99 (Blue Tarp)		

**LHC Strategic Plan 2023-2026 Worksheet****Strategic Goal #3: Homeless Solutions (Winona Connor)****REDUCE HOMELESSNESS BY EXPANDING PARTNERSHIPS WITH CONTINUUM-OF-CARE AGENCIES AND NON-PROFITS THAT PROVIDE WRAPAROUND SERVICES**

**Objective 3.1:** Increase non-congregate shelter capacity

**Instructions:** Describe how LHC has increased non-congregate shelter capacity.

Year	Response
2023	A Safe Haven opened in Shreveport creating additional 37 shelter beds.
2024	HOME ARP funding was awarded to two non-profits for the development of 2 Non-Congregate Shelters located in Baton Rouge and Hammond. The Safe Haven in Lafayette open in August creating an additional beds.
2025	
2026	

Measures of Success	2023	2024	2025	2026
Number of new shelter beds for the homeless	37	60		

**Objective 3.2:** Coordinate with the Disaster Recovery Unit to provide housing stability services to disaster survivors at risk of homelessness

**Instructions:** Provide a concise summary of the coordination with DR Unit to provide housing stability services to disaster survivors. Provide requested metrics.

Year	Response
2023	LHC Homelessness Solutions department has worked collaboratively with Office of Community Development and LHC Disaster Recovery Unit to determine the priorities for CDBG-DR funding. It was determined the best use of the funding was to address the disaster recovery efforts of regions impacted by the disasters of 2020 and 2021(Laura/ Delta and Ida). These collaborative efforts resulted in the implementation of the CDBG-DR RRH program.
2024	LHC Homelessness Solutions Department has continued to work collaboratively with Office of Community Development to provide housing assistance to those impacted by the disasters of 2020 and 2021 using various funding sources.
2025	
2026	

**LHC Strategic Plan 2023-2026 Worksheet****Strategic Goal #3: Homeless Solutions (Winona Connor)****REDUCE HOMELESSNESS BY EXPANDING PARTNERSHIPS WITH CONTINUUM-OF-CARE AGENCIES AND NON-PROFITS THAT PROVIDE WRAPAROUND SERVICES**

**Objective 3.3:** Engage in data driven state level strategic planning with CoCs to develop partnerships and implement resources to work to make homelessness rare, brief, and non recurring in Louisiana.

**Instructions:** Describe how LHC has engaged in data driven strategic planning and resource implementation with CoCs. Provide requested metrics.

Year	Response
2023	Led the development of the LA Interagency Council on Homelessness (LAICH); Participates in monthly meetings with the CoC lead agencies and the statewide HMIS implementation governing body, LSNDG, to coordinate resource allocation and service provision; Solicited feedback from CoCs to work towards identifying metrics that meaningfully represent homeless system services and delivery throughout the state; Worked with CoCs to collect data through annual PIT Counts to inform specific LHC interventions regarding disaster recovery and other matters of interest to the state.
2024	
2025	
2026	

Measures of Success	2023	2024	2025	2026
Returns to Homelessness in 6-12 months	143			
# Of Unduplicated Persons served in HMIS	23,655			
\$ HUD CoC Program Awards statewide	\$75,666,230			

Measures of Success	2023	2024	2025	2026
Number of Disaster Related Vouchers Issued	211	211		
Number of Disaster Impacted Persons Housed	141	531		



**Objective 3.4:** Standardize performance metrics among service providers

**Instructions:** Describe how LHC has standardized performance metrics among service providers.

Year	Response
2023	LHC has standardized performance matrix for each funding source in accordance with the federal regulations and standards.
2024	Using HMIS to standardize data collection process across all CoC Activities. All Contracts include standardized monitoring processes.
2025	
2026	

#### LHC Strategic Plan 2023-2026 Worksheet

**Strategic Goal #3: Homeless Solutions (Winona Connor)**

**REDUCE HOMELESSNESS BY EXPANDING PARTNERSHIPS WITH CONTINUUM-OF-CARE AGENCIES AND NON-PROFITS THAT PROVIDE WRAPAROUND SERVICES**

**Objective 3.5:** Maximize and leverage one-time federal dollars that prioritize homelessness solutions as an eligible activity

**Instructions:** Explain how LHC has maximized one-time federal dollars that prioritize homelessness solutions.

Year	Response
2023	The use of HOME ARP funding is being used to address homelessness statewide. The funding has been used to fund the development of 2 NCS shelters.
2024	Home ARP funding is being used to address homelessness by providing resources to develop affordable housing, provide tenant based rental assistance and supportive services, and provide funding for non-profit capacity building. NOFA opportunities are currently open.
2025	
2026	

## LHC Strategic Plan 2023-2026 Worksheet

### Strategic Goal #4: **Disaster Recovery (Raymond Rodriguez)**

#### **UTILIZE NEWLY CREATED DISASTER RECOVERY UNIT TO PROACTIVELY RESPOND TO THE STATE'S HOUSING NEEDS**

**Objective 4.1:** Streamlining of Corporation's Disaster Recovery Housing efforts/programs/resources; ability to immediately and effectively respond to residents' needs caused by major damage-causing events; provide support to housing developer programs related to most efficient and cost-effective resilience standards.

**Instructions: Provide a concise summary of how LHC is streamlining the Disaster Recovery Housing efforts. Provide requested metrics.**

<b>Year</b>	<b>Response</b>
<b>2023</b>	Through our 2016 Floods CDBG-DR, Neighborhood Landlord Rental Program (NLRP), the LHC completed closings for 34 affordable rental units (\$3.6M), confirmed construction complete and funded 38 affordable rental units (\$4.5M).
<b>2024</b>	Through our 2016 Floods CDBG-DR, Neighborhood Landlord Rental Program (NLRP), the LHC completed closings for 12 affordable rental units (\$1.8M), confirmed construction complete and funded 16 affordable rental units (\$2.1M). By the end of 2024, we expect to conduct the closings for another 18 affordable rental units (\$1.9M) and fund another 46 affordable rental units (\$5.2M)
<b>2025</b>	
<b>2026</b>	

<b>Measures of Success</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
# of units damaged from disasters				
Units produced	38	Est. 69		
Dollars Awarded	\$4.5M	Est. \$8.1M		

**Objective 4.2:** Improve coordination and communication with other recovery agencies such as FEMA, GOHSEP and OCD.

**Instructions:** Describe how coordination and communication with other recovery agencies has been improved.

Year	Response
2023	In 2023, FEMA and HUD announced the Pre-Disaster Housing Initiative (Pilot), which selected 5 states to participate in an effort to continue to improve our disaster recovery coordination with our State and Federal Partners. Louisiana was one of the states selected and LHC participated on behalf of the State of Louisiana Housing.
2024	In 2024, the LHC along with our Louisiana Disaster Housing Task Force Core Team partners collaborated and completed an updated version of our Louisiana Disaster Housing Strategy, LHC hosted a conference call with the Core Team on October 2 <sup>nd</sup> , 2024 in response to Hurricane Francine to discuss how the revised strategy worked and/or areas for improvement. LHC has been listed on the State's Hurricane Francine Data Sharing Agreement with FEMA, OCD and GOHSEP to receive the disaster data.
2025	
2026	

#### LHC Strategic Plan 2023-2026 Worksheet

**Strategic Goal #4: Disaster Recovery (Raymond Rodriguez)**

**UTILIZE NEWLY CREATED DISASTER RECOVERY UNIT TO PROACTIVELY RESPOND TO THE STATE'S HOUSING NEEDS**

**Objective 4.3:** Partner with OCD to secure additional disaster funding.

**Instructions:** Describe the status on the partnership with OCD.

Year	Response
2023	Through our partnership with the OCD, the LHC received CDBG-DR allocations in the amount of \$20 million to assist with the rehabilitation, reconstruction and new construction of affordable rental properties located in parishes impacted by Hurricanes Laura & Delta and another allocation of \$20 million for properties located in parishes impacted by Hurricane Ida & May 2021 Floods. These allocations were used to fund the Rental Restoration and Development Program (RRDP)
2024	As a result of being oversubscribed for the number of RRDP applications received for properties located within the Ida & May 2021 Flood parishes, OCD approved an additional allocation of \$4 million in CDBG-DR funds. These funds will be made available to LHC, OCD has posted the State Action Plan Amendment allocating the additional funds which is in public comment.
2025	
2026	

**Objective 4.4:** Embrace and expand implementation of FORTIFIED design standards to housing development programs.

**Instructions:** Provide a concise summary of how LHC has expanded and implemented FORTIFIED design standards to housing development programs.

<b>Year</b>	<b>Response</b>
<b>2023</b>	The RRDP requires all reconstruction and new construction applications to include Fortified Roof Certifications.
<b>2024</b>	The LHC is currently researching and developing a pilot Fortified Roof program to provide assistance to homeowners in need of roof repairs and/or replacement. LHC was successful in funding the roof repair for all eligible Blue Tarp applicants including wait list applications, so there were no unassisted applications to consider for the Fortified Roof Pilot Program.
<b>2025</b>	
<b>2026</b>	

**LHC Strategic Plan 2023-2026 Worksheet****Strategic Goal #5: HOME, Strategic Initiatives, Governmental Affairs (Alvin, Jarvis)****INCREASE PARTNERSHIPS WITH LOCAL GOVERNMENT AND RURAL COMMUNITIES**

**Objective 5.1:** Provide technical assistance to increase program participation

**Instructions:** Describe how LHC has provided technical assistance to increase program participation in relationship with local government. Provide requested metrics.

Year	Response
2023	Technical assistance has been provided to local units of government (LUGs) as a result of their inquiries; i.e., the Cities of Baker and Lake Charles. Primary interest: Homeowner Rehabilitation Program. <i>Please Note: the best LHC contact for a more succinct response with regards to technical assistance provided would be the LHC Public Affairs Division.</i>
2024	Technical assistance provided to the City of West Monroe through telephone conference with the Mayor of West Monroe regarding funding potential opportunities regarding development of affordable housing of City owned property.
2025	Not Known
2026	Not Known

Measures of Success	2023	2024	2025	2026
# of inquiries addressed	Not Known	Not Known	Not Known	Not Known

**Objective 5.2:** Track increases in units and direct funding to those areas

**Instructions:** Describe how LHC has tracked increases in units and how they have directed funding to those areas. Provide requested metrics.

Year	Response
2023	Success regarding the amount of funding provided and the number of HOME or NHTF fund assisted units/ households is reported and tracked in the HUD Integrated Disbursement and Information System (IDIS). Success or accomplishment is measured by the number of completed units or households assisted.
2024	Success regarding the amount of funding provided and the number of HOME or NHTF fund assisted units/ households is reported and tracked in the HUD Integrated Disbursement and Information System (IDIS). Success or accomplishment is measured by the number of completed units or households assisted.
2025	TBD
2026	TBD

Measures of Success	2023	2024	2025	2026
Number Of Units In Rural Areas	76	14	TBD	TBD

		(as of 05/02/24)		
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## LHC Strategic Plan 2023-2026 Worksheet

**Strategic Goal #5: HOME, Strategic Initiatives, Governmental Affairs (Alvin, Jarvis)**

### INCREASE PARTNERSHIPS WITH LOCAL GOVERNMENT AND RURAL COMMUNITIES

**Objective 5.3:** Apply a community based approach by forging local partnerships, assessing needs, and implementing program opportunities to address those needs

**Instructions:** Provide a concise summary on how LHC has applied a community based approach by forging local partnerships, assessing needs, and implementing program opportunities to address those needs. Provide requested metrics.

Year	Response
2023	HOME and National Housing Trust Funds provided as a response to application for funding initiatives offered by the LHC. Resources are allocated in accordance with the funding priorities per the housing and community development needs assessment, citizen participation, Request for Proposals (RFP), Notice of Funding Availability (NOFA) or Specified Funding Mechanism (SFM) applications and the availability of funds.
2024	HOME and National Housing Trust Funds provided as a response to application for funding initiatives offered by the LHC. Resources are allocated in accordance with the funding priorities per the housing and community development needs assessment, citizen participation, Request for Proposals (RFP), Notice of Funding Availability (NOFA) or Specified Funding Mechanism (SFM) applications and the availability of funds.
2025	No Response at this time
2026	No Response at this time

Measures of Success	2023	2024	2025	2026
Amount of development dollars invested	\$9,792,003	\$2,404,247.05 (As of 05/02/24)	TBD	TBD
# of new partnership connections	6	1	TBD	TBD
Number of Households Receiving Energy Assistance	0	0	0	0
Amount of energy assistance dollars invested	\$0	\$0	\$0	\$0

**LHC Strategic Plan 2023-2026 Worksheet****Strategic Goal #6: Policy & Reporting and Public Affairs****BUILD PARTNERSHIPS WITH UNIVERSITIES TO IMPACT SURROUNDING COMMUNITIES**

**Objective 6.1:** Coordinate with universities on master planning efforts to ensure affordable housing opportunities in the surrounding communities

**Instructions:** Explain how LHC has coordinated with universities to ensure affordable housing.

<b>Year</b>	<b>Response</b>
<b>2023</b>	<b>In 2023, we partnered with Southern University to host the LA Statewide Think Tank during Homecoming Week. This way college students could attend and gather more information about the home buying process.</b>
<b>2024</b>	<b>In 2024, we began discussions regarding disaster resiliency with LSU's Dept. of Construction Management. There are tentative plans to work with policy experts for a type of think tank.</b>
<b>2025</b>	
<b>2026</b>	

**Objective 6.2:** Target outreach to the relevant university program administrators and students to increase and diversify participation

**Provide a concise summary of the outreach by LHC to university program administrators and students.**

<b>Year</b>	<b>Response</b>
<b>2023</b>	<b>We also hosted another LA Statewide Think Tank during the Bayou Classic which took place in New Orleans. Two Louisiana College schools along with family and friends were encouraged to attend the home owner/buyer seminar.</b>
<b>2024</b>	<b>Email correspondence with Dr. Lee from LSU's Construction Management Dept. Contacted Southern University Law Center for Fair Housing Summit.</b>
<b>2025</b>	
<b>2026</b>	

<b>Measures of Success</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Acquire data from each parish - % or number of parishes	<b>1</b>	<b>7</b>		
Universities that have been contacted	<b>2</b>	<b>2</b>		
Number of meetings held with university faculty	<b>0</b>	<b>0</b>		

**LHC Strategic Plan 2023-2026 Worksheet****Strategic Goal #7: Accounting/Executive Staff****IDENTIFY REVENUE GENERATING OPPORTUNITIES THAT INCREASE CURRENT REVENUE LEVELS AND MITIGATE RISK ASSOCIATED WITH LOSING FUNDING SOURCES**

**Objective 7.1:** Identify and evaluate potential new initiatives and/or partnerships to finance, construct, rehabilitate, repair, and assess housing statewide in ways that increase flexibility and innovation while raising revenue for agency activities

**Instructions:** Provide a concise summary of discovered potential partnerships and the actions taken to form the partnerships. Provide requested metrics.

<b>Year</b>	<b>Response</b>
<b>2023</b>	Introduced to FHLB Fortified Program; LHC Housing Conference self-generated its funding
<b>2024</b>	Discussions for allocating FHLB Fortified; Discussions for the administering of the Dept. of Insurance Fortified Program; Promulgation of rules regarding the increase of funding per home; Administering the LPSC Energy-Efficiency Program (grant)
<b>2025</b>	
<b>2026</b>	

<b>Measures of Success</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Potential Opportunities (in Allocation Amounts)	\$120,000	\$350,000	\$25,000,000	
Number Of New Partnerships Made	15	4		

**Objective 7.2:** Evaluate appropriateness of existing fee schedules to determine if fees are in line with current market rates and develop new fee categories as warranted and approved

**Instructions:** Explain the evaluations made about the existing fee schedules and the findings.

<b>Year</b>	<b>Response</b>
<b>2023</b>	Research began regarding fees received for processing qualified contracts and transfer requests.
<b>2024</b>	Discussions planned for appropriate implementation of such fees and any concerns.
<b>2025</b>	
<b>2026</b>	



**LHC Strategic Plan 2023-2026 Worksheet**

**Strategic Goal #7: Accounting/Executive Staff**

**IDENTIFY REVENUE GENERATING OPPORTUNITIES THAT INCREASE CURRENT REVENUE LEVELS AND MITIGATE RISK ASSOCIATED WITH LOSING FUNDING SOURCES**

**Objective 7.3:** Maximize the training space at the Industriplex location and the overall space at the Mid-City Gardens facility to generate rental revenue

**Instructions:** Provide a concise summary of the maximization done to Industriplex and Mid-City.

Year	Response
2023	The training center was planned for future certifications/courses; however, interest initially came from out-of-state participants. Negotiations for a potential leasing of the commercial area of Mid City Gardens began.
2024	The training center, now referred as LABS, has implemented courses including a recent Energy Auditor training that occurred in June 2024. Mid City Gardens now has a prospective tenant, and a walk-through of the property has completed. The punch list of maintenance items is currently underway.
2025	
2026	

**Objective 7.4:** Explore new programmatic opportunities that fulfill the mission, while striking the balance between program delivery costs and income generation

**Instructions:** Explain new program opportunities that have been discovered.

Year	Response
2023	Research began on program opportunities with FHLB, LPSC, and DOI. The Homeownership education grant was received, and LHC's Annual Conference completed for the first time in the prior 4 years.
2024	Discussions are now in progress with administering funds for the FHLB Fortified Program, the Dept. of Insurance Fortified Program, and LPSC's Energy-Efficiency Program. Two HUD grant applications will be submitted in 2024 which include the PRICE and PRO Housing NOFOs.
2025	
2026	

## LHC Strategic Plan 2023-2026 Worksheet

### Strategic Goal #8: **Human Resources**

**CREATE A CULTURE OF SERVICE EXCELLENCE BY ATTRACTING AND RETAINING A WELL- TRAINED, PROFESSIONAL WORKFORCE AND PROVIDING THE RESOURCES AND TECHNOLOGY THEY NEED TO ACHIEVE THE MISSION OF THE LHC**

**Objective 8.1:** Encourage professional development and ensure the evaluation process allows alignment of professional development activities to individual goals

**Instructions:** Provide a concise summary of how a professional development has been encouraged and how the evaluation process allows professional development.

Year	Response
2023	To promote professional development and align it with individual goals, we have integrated professional development as a key goal within our performance evaluation system. This ensures that employees' development activities are directly linked to their personal and career objectives. Additionally, all employees have access to SuccessFactors, providing a range of on-demand courses to support their continuous learning and growth. These initiatives underscore our commitment to fostering a culture of professional development and aligning individual growth with the organization's strategic goals.
2024	
2025	
2026	

**Objective 8.2:** Review/revise the onboarding process and increase education and awareness opportunities for all staff to better understand the work of the Corporation

**Instructions:** Describe how the onboarding process has been reviewed/revise and how education has been increased for all staff.

Year	Response
2023	To enhance our onboarding process and increase education and awareness opportunities, HR conducts semi-annual reviews of the onboarding process. During these reviews, we seek improvements and ensure all forms are up-to-date. In 2023, we introduced Stay Interviews, conducted with select employees at the 3-month mark to gather valuable feedback. This helps us refine the onboarding experience and address any concerns early on. Additionally, we aim to create more opportunities for staff to understand the work of the Corporation, fostering a more informed and engaged workforce.
2024	
2025	
2026	

**Objective 8.3:** Develop and maintain a succession plan to mitigate the loss of institutional knowledge

**Instructions:** Provide a concise summary on the development and maintenance of a succession plan to mitigate loss of knowledge.

Year	Response
2023	Brenda Evans was assigned the responsibility of Success Planning under ED Hollins. This task has not yet been formally reassigned to HR. Please follow up with her regarding the progress made in 2023.
2024	
2025	
2026	

## **LHC Strategic Plan 2023-2026 Worksheet**

### **Strategic Goal #8: Human Resources**

**CREATE A CULTURE OF SERVICE EXCELLENCE BY ATTRACTING AND RETAINING A WELL- TRAINED, PROFESSIONAL WORKFORCE AND PROVIDING THE RESOURCES AND TECHNOLOGY THEY NEED TO ACHIEVE THE MISSION OF THE LHC**

**Objective 8.4:** Create a system for employees to voice concerns

**Instructions: Provide a concise summary on the creation of a system for employees to voice concerns.**

<b>Year</b>	<b>Response</b>
<b>2023</b>	To create an effective system for employees to voice concerns, we launched the Lighthouse platform in March 2022. This platform provides an anonymous ethics and compliance hotline and an employee suggestion box, ensuring that employees can confidentially share their concerns and suggestions. In 2023, links to both features were added to the HR SharePoint page for easy access. Additionally, we gamify this information during employee engagement events to encourage participation and awareness. These initiatives foster an open and supportive environment, empowering employees to voice their concerns and contribute to continuous improvement.
<b>2024</b>	
<b>2025</b>	
<b>2026</b>	

**Objective 8.5:** Ensure equitable pay standards and proper use of pay tools across the Corporation

**Instructions: Describe how equitable pay standards have been ensured and how proper pay tools are being used across the Corporation.**

<b>Year</b>	<b>Response</b>
<b>2023</b>	HR regularly monitors internal equity to achieve equitable pay practices and has implemented an Optional Pay Questionnaire to justify all pay requests for additional duties. HR advises the Appointing Authority on pay actions outside internal equity or precedent, ensuring fairness and transparency. These measures enhance employee satisfaction, retention, and overall organizational performance.
<b>2024</b>	
<b>2025</b>	
<b>2026</b>	

**Objective 8.6:** Ensure that all departments have adequate capacity and tools needed to perform

**Instructions: Provide a concise summary on how all departments have adequate capacity and tools needed to perform. Provide requested measures of success.**

<b>Year</b>	<b>Response</b>			
<b>2023</b>				
<b>2024</b>				
<b>2025</b>				
<b>2026</b>				
<b>Measures of Success</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Number of Information and Technical Assist. Requests Completed				
Number of trainings provided				
Number of new Team Members				
Dollars Awarded				

## **LHC Strategic Plan 2023-2026 Worksheet**

### **Strategic Goal #9: Public Affairs**

#### **UPDATE COMMUNICATIONS STANDARD OPERATING PROCEDURES AND PROTOCOLS TO ENSURE CONSISTENCY**

**Objective 9.1:** Develop a consistent and robust marketing, outreach, and branding strategy

**Instructions:** Describe the actions taken with developing marketing, outreach, and branding strategies.

<b>Year</b>	<b>Response</b>
<b>2023</b>	We have created multiple different marketing techniques to help showcase LHC. First, we have set up a canva that includes our typeface, colors, branding pictures that allow us to create graphics for social media and website events. We have set up a Vimeo to upload any video marketing that we do, this way the public can access it. We have created the monthly Newsletter called LHC Insider which recaps what #TeamLHC does monthly that we send out to the public. We created the LHC On Your Block, which is a monthly video where we highlight a program, development, or hear a testimonial from someone we helped. We have also increased our photography and video editing skills to inform the audience on Facebook, Instagram, Twitter and LinkedIn to showcase what LHC is doing, events coming, educational features, partnerships, and more.
<b>2024</b>	Creating a new YouTube account because in the old account we were unable to access. We will upload our videos to this channel to reach more of the audience we wish to target. We are setting up a separate Facebook Page for LHC's Weatherization Training Center, this way we can focus on posting more content on our training sessions, DIY videos, and promote the new courses that we create. This will allow to reach more of our targeted audience that can participate in the classes. We have also partnered with other state agencies to inform and educate the public on important housing matters. These state agencies include The Louisiana Attorney General's Office, The Louisiana State Fire Marshal's Office, and The Louisiana Department of Insurance.
<b>2025</b>	
<b>2026</b>	

**Objective 9.2:** Develop and implement standardized communication materials for the LHC and its sub grantees to promote consistent messaging around programs and services; evaluate website efficiencies and improve ease of navigation.

**Instructions:** Provide a concise summary of the developed and implanted communication materials for LHC and its sub grantees.

<b>Year</b>	<b>Response</b>
<b>2023</b>	We have made some changes to the LHC website, for example, shortening URLS, and adding more content to the website such as LHC in the News and

	the LHC Insider, and LHC On Your Block. We have updated our leadership page as well by changing out headshots and titles.
2024	We have updated certain HubSpot lists which has allowed us to target more active audience members that will read our e-blasts.
2025	
2026	

**Objective 9.3:** Create a streamlined process and calendar to ensure press releases, marketing materials, social media posts, and other communications are distributed in a timely manner to all relevant stakeholders.

**Instructions:** Provide a concise summary of the process and calendar to ensure press releases, marketing materials, social media posts, and other communications are distributed in a timely manner to all relevant stakeholders. Provide requested metrics.

Year	Response
2023	Established a monthly social media marketing calendar that co-insides with events, awareness events, press releases, NOFAS, special recognitions, and ribbon cuttings. The monthly social media calendar allows us to plan ahead and keeps our audience engaged with what LHC is doing/what is coming next. Last year we sent 406 emails, 167,369 opened the emails, 13,119 click on the links embedded in the emails, and LHC's delivery rate was 99.5%. For social media published posts: Facebook-425, Instagram-403, LinkedIn-35, Twitter(x) - 458. Social Media Interactions: Facebook-2,446, Instagram- 3,532, LinkedIn- 304, Twitter(x) - 589. Social Media Clicks: Facebook- 1,440 & Twitter (x) - 587. Social Media Shares/Reposts: Facebook- 731, LinkedIn- 47, and Twitter (x) - 254. Social Media Impressions: Facebook- 175,891, Instagram- 64,848, LinkedIn- 6,917. New Contacts Highest Points: February 2023- 13, March 2023- 14, August 2023- 21, October 2023- 18.
2024	Update on Marketing Email Engagement starting from 01/01/2024 to 09/23/2024, we have sent out a total of 346 emails, 250,289 people opened these emails, 13,475 clicked on the links embedded in the emails, LHC's delivery rate was 99.31%. Update on Social Media Activity starting form 01/01/2024 to 09/23/2024 include published posts: Facebook – 240, Instagram – 230, LinkedIn – 193 and Twitter(X) - 225. Social Media Interactions: Facebook-1,425, Instagram-1,403, LinkedIn- 2,266, and Twitter(x) - 142. Social Media Clicks: Facebook- 479, LinkedIn-285, and Twitter(x)-76. Shares/Reposts: Facebook- 347, LinkedIn- 253, and Twitter(X) - 27. Social Media Impressions: Facebook- 87,019, Instagram-32,913, and LinkedIn-65,558. New Contacts Highest Points: February 2024- 6 March 2024- 8
2025	
2026	

**LHC Strategic Plan 2023-2026 Worksheet****Strategic Goal #9: Public Affairs****UPDATE COMMUNICATIONS STANDARD OPERATING PROCEDURES AND PROTOCOLS TO ENSURE CONSISTENCY**

<b>Measures of Success</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Increased Reach *Total social media following*	<b>14.04%, resulting in an audience of 7,958, up from 6,978 during the corresponding period last year</b>	<b>As of 09/23/2024 9,817 (increase of 1,859).</b>		
Number of ribbon cuttings	<b>17 ribbon cuttings</b>	<b>10 Ribbon Cuttings YTD</b>		
Number of followers on X	<b>+65 followers in 2023 totaling to 806</b>	<b>854 (increase of 48)</b>		
Number of followers on Facebook	<b>+538 followers in 2023 totaling to 5,828</b>	<b>6,114 (increase of 286)</b>		
Number of followers on Instagram	<b>+337 followers in 2023 totaling to 1,324</b>	<b>1,506 (increase of 182)</b>		
Number of followers on LinkedIn	<b>885</b>	<b>1,492 (increase of 607)</b>		



## LHC Strategic Plan 2023-2026 Worksheet

### Strategic Goal #10: **Policy & Reporting**

**CREATE AN AUTOMATED PROCESS TO TRACK AND ANALYZE DATA AND UTILIZE INFORMATION TO EFFECTIVELY INFLUENCE DECISIONS ON INVESTMENT, BEST PRACTICES, PERFORMANCE, INNOVATION, AND MANAGEMENT**

**Objective 10.1:** Establish performance metrics to evaluate progress.

Year	Response
2023	Discussed uniform metrics for CDBG monthly reporting
2024	Created & used a consolidated monthly report for OCD & LHC. Strategic Plan Progress Report is updated quarterly. The Annual Report begins compilation in January of the following year. The first annual report was released February 2024 for 2023 with plans of releasing the 2024 Annual Report in Jan/Feb 2025.
2025	
2026	

**Objective 10.2:** Standardize data collection and reporting

Year	Response
2023	Reporting templates created for periodic reports
2024	LIHTC Pipeline Report, Homeownership & Tax Credit Production Report, and OCD Monthly Consolidated Report are constructed in a standardized format monthly
2025	
2026	

**Objective 10.3:** Use generated data to inform policy decisions, direct funding, and understand the economic correlations with housing investment

Year	Response
2023	Used 2019 Housing Needs Assessment for housing data
2024	LHC reporting staff pulls Census & ACS data for short-term data needs; RFP for 2024 HNA; utilizing affordable housing shortage data
2025	
2026	













