

# **Louisiana Housing Finance Agency**



**Administration Department**

**March 11, 2007**

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April 11, 2007

## **FULL BOARD**

Notice is hereby given of a regular meeting of the LHFA Board of Commissioners to be held on Wednesday, April 18, 2007, 11:45 A.M., Louisiana Housing Finance Agency, V. Jean Butler Boardroom, located at 2415 Quail Drive, Baton Rouge, LA by order of the Chairman.

### **Preliminary Agenda**

1. Call to order, roll call and introduction of guests
2. Approval of the Minutes of the March 21, 2007
3. Chairman's Report
4. President's Report
5. Single Family Committee Report
  - Updates will be provided on the 2007A, 2006D, 2006C, 2006BR, 2006B, 2006AR, 2006A Issues and Whole Loan Report
  - Bond Presentation 101 by Larry Englande of George K. Baum & Company
  - A resolution approving and authorizing the issuance of not exceeding One Hundred Million Dollars (\$100,000,000) of Louisiana Housing Finance Agency Single Family Mortgage Revenue Bonds, Series 2007B in one or more subseries (the "Series 2007B Bonds")
  - A resolution approving the delivery of not exceeding Fifty Million Dollars (\$50,000,000) of Louisiana Housing Finance Agency Single Family Mortgage Revenue Bonds, Series 2007B-1, as GO Zone Bonds (the "Series 2007B-1 Bonds" or "GO Zone Bonds") to finance mortgage loans for home buyers located in the GO Zone.
6. Multifamily Committee Report
  - Multifamily Bond Finance Update
    - A resolution of intention to issue Multifamily Housing Revenue Bonds to finance the acquisition, rehabilitation and equipping of a

- multifamily housing project; authorizing not exceeding \$12,000,000 Multifamily Housing Revenue Bonds (Autum Chase Apartments Project) in one or more series.
- A resolution of intention to issue Multifamily Housing Revenue Bonds to finance the acquisition, rehabilitation and equipping of a multifamily housing project; authorizing not exceeding \$7,020,000 Multifamily Housing Revenue Bonds (Bacmonila Garden Apartments Project) in one or more series.
- A resolution accepting the proposal of Bank of America, N.A. for the purchase of not exceeding Eight Million Five Hundred Thousand Dollars (\$8,500,000) of Louisiana Housing Finance Agency Multifamily Housing Refunding Bonds (Legacy Heights Apartments Project) in one or more series; fixing the terms of said bonds and otherwise providing with respect to said bonds.
- A resolution of intention to issue Multifamily Housing Revenue Bonds to finance the acquisition, rehabilitation and equipping of a multifamily housing project; authorizing not exceeding \$2,000,000 Multifamily Housing Revenue Bonds (Pine Terrace Apartments Project) in one or more series.
- A resolution of intention to issue Multifamily Housing Revenue Bonds to finance the acquisition, rehabilitation and equipping of a multifamily housing project; authorizing not exceeding \$9,250,000 Multifamily Housing Revenue Bonds (Spanish Arms Apartments Project) in one or more series.
- A resolution providing for approval of the State's 2007/2008 Per Capita Qualified Allocation Plan and providing for other matters in connection therewith.
- A resolution is hereby approved that waives the twenty percent (20%) poverty unit set-aside based upon HANO's failure to provide Section 8 Project Based Assistance, for the NHP Foundation-Forest Park, #06(2)-211 development project funded 2006
- Discussion of Forest Towers, #07/08(FA)-02 (VOA) site change.
- Discussion of North Abbeville, #06(2)-126 site change.
- Discussion of a possible workshop on PSH units.

7. Human Resources

- Policy Revisions
- Positions and Budget FY 07
- President and Vice-President Evaluations



8. Legal
  - Cooperative Endeavor Agreement
  - DSS/OFS – LHFA Memorandum of Understanding – Child Care
9. Energy
  - Updates on LIHEAP, WAP, and Katrina Crisis
  - Approval of Memorandum of Understanding between Louisiana Housing Finance Agency and Louisiana Community Action Partnerships (LACAP) regarding the transfer of the Low Income Home Energy Assistance Program (LIHEAP), and the Weatherization Assistance Program (WAP)
10. Budget & Finance
  - Discussion of Budget for Fiscal Year 2007/2008
11. Other Business
  - Election of Officers
  - Election of President & Vice President
  - Approval of Strategic Plan
12. Adjournment

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Milton J. Bailey, President

If you require special services, please call Lourie Brown at (225) 763-8700 by Monday, April 16, 2007.

**Louisiana Housing Finance Agency  
Full Board Meeting Minutes  
Wednesday, March 21, 2007  
2415 Quail Drive  
V. Jean Butler Board Room  
Baton Rouge, LA 70808  
11:00 A.M.**

**Commissioners Present**

Wayne E. Woods  
Lisa Woodruff-White  
Alice Washington (sitting in for John N. Kennedy)  
Philip Miller  
Robert Austin  
Mark Madderra  
Merriell F. Lawson  
Danette O'Neal  
Larry J. Broussard  
Allison A. Jones  
Guy T. Williams

**Commissioners Absent**

Dr. Adell Brown, Jr.  
Greg Gachassin  
Kevin J. Brown  
Carolyn B. Burris

**Legal Counsel Present**

Christine Brakowski  
Keith Cunningham  
Wayne Neveu

**Staff Present**

Collette Mathis  
Tim Shackelford  
Rene Landry  
Latesha Mumphery  
Lourie Brown  
Danny Veals  
Loretta Wallace  
Brenda Evans  
Desiree Armstead  
Latosha Overton

Shaun Mena  
Starr Moore  
Urshala Hamilton  
Morise Duffin  
Louis Russell  
Darlene Okammor

**Others Present**

(See attached)

Chairman Wayne Woods called the meeting to order and asked for roll call. A quorum was established. Newly-elected Board member Guy T. Williams was sworn in by Chairman Woods.

The Chairman then asked for introduction of guests, followed by a motion to approve the minutes of the March 1, 2007 Special Full Board meeting and the March 21, 2007 Full Board meeting.

**On a motion by Commissioner Woodruff-White and a second by Commissioner Jones, the minutes of the March 1, 2007 Special Full Board meeting were approved; and on a motion by Commissioner Miller and seconded by Commissioner Woodruff-White the minutes of the March 21, 2007 Full Board meeting were approved.**

**CHAIRMAN'S REPORT**

The Chair recognized Commissioner Terri P. Ricks. Ms. Ricks gave a brief history of her association with the Agency, beginning with the first position she held with the Agency, concluding with her appointment to the Board of Commissioners and being elected Vice-Chair. Commissioner Ricks announced she would not be returning to serve on the Board, and Lisa Woodruff-White, who had been serving as her temporary replacement, would now be the Department of Social Service's permanent representative. The Chairman expressed sincere appreciation to Commissioner Ricks for her dedicated years of service to the Agency as well as her commitment to the Board.

The Chairman touched upon the Legislative Conference in Washington. He stated we had a very comprehensive package of what we wanted to accomplish, and are well on our way to accomplishing most of our goals. We have commitments from certain Congressmen to do certain things that will help us do what we do. He thanked President Milton Bailey, Brenda Evans, and staff for putting that comprehensive package together.

The Chairman continued, stating a few things had confronted the Agency in the last few weeks. But the whole focus is to make sure we provide affordable housing to low and moderate income citizens, and we could continue to do so. Some concerns had been raised, he stated, by communities in which we place our low income housing tax credits. Chairman Woods stated that the process that the Agency followed was open to the public comment. We want to be concerned about what we are placing in people's communities, make sure the communities know what it is that we do, and how we do it.

## **PRESIDENT'S REPORT**

President Bailey also commented on our efforts in Washington. Wayne Neveu, Brenda Evans and staff worked side-by-side developing some of the major concerns associated with the redevelopment of Louisiana, particularly from a housing finance perspective. We followed the Governor in her travel to Washington where she presented the package to representatives of Congress.

Our suggestions fall in two major categories, Mr. Bailey stated: what we need right away; and what we need in terms of the future. He advised that he was given opportunity to address members of the House Ways and Means Joint Committee on Taxation, as well as individual representatives from the House. There were 3 primary acts that we went forward with; one of which was an A and B situation: (1) was to extend the place in service dates in connection with developing properties in the GO Zone to 2010; (2) to simplify the scope of bond financed rehabilitation within the GO Zone; and (3) to request Congress considers reconciling an interpretative issue as it relates to use of Community Development Block Grants that was provided to the state in the form of emergency relief assistance, to have those funds treated as regular or normal CDBG funds pursuant to the appropriation.

Mr. Bailey announced that Bill HR1562: Katrina Housing Relief Act of 2007 was submitted. We are continuing in our lobbying efforts to assure that all members of Congress receive a request to support that legislation and to provide Louisiana and its citizens the relief needed in order to do a comprehensive, thorough job associated with our recovery efforts. There is a companion bill called HR1427 that would take 5% of Fannie Mae & Freddie Mac's profits at the end of the year, which is anticipated to be roughly in the first year, about \$500,000,000, and invest them specifically with the LHFA. 75% of those funds in the first year would be dedicated to Louisiana with 25% going to Mississippi. In years, 2, 3, 4 and 5 other Gulf States would be brought into the fund, and would receive a proportion of share.

Mr. Bailey suggested to the Board that each Board member contact their Representatives in Congress and the Senate, and perhaps do a mass mailing to Congressional members, abdicating their support on behalf of HR1562 and HR1427.

Mr. Bailey stated it was his understanding Senator Landrieu is in the process of developing a piece of legislation that would provide for supporters of supportive housing. It will provide up to 4,000 units of affordable housing, or permanent supportive housing vouchers for the most needy of our community, persons with disabilities. Of that 4,000 roughly 3,000 should be made available to the state of Louisiana.

Vice President James Gilmore continued the President's Report, giving an update on activities going on at the Agency. He invited the Board to visit our updated website and offer feedback and comments.

He noted Special Programs did not meet but staff was in receipt of applications offered through the CHDO Initiative. The applications are being reviewed and that letters of deficiencies would be going out to be followed by award letters.

Mr. Gilmore introduced the Board to The Hurricane Cottage concept, which was initially introduced to them about 2 months ago. Louisiana was awarded \$75 million from FEMA to produce an alternative to the FEMA trailers. Present at the meeting were several of our partners working on this project: Andres Duany, architect and designer of the Hurricane Cottage, and partners from LRA, Jeff Hebert, Director of Planning; Shaun Riley, Governor Relations Liaison; the Cypress Group and some of their team members, the Shaw Group and the Louisiana Family Recovery Corp.

Project background and a very detailed presentation of the project followed.

At the conclusion Commissioner Kennedy thanked the group for coming, stating he had read about the work and thought it to be extraordinary. He commented it is so much better than what our people have. He asked what we can do to help get it moving. Chairman Woods stated the Board needs to take action today. The Governor's Office has asked us to administer this program. If we endorse the program we would enter into an agreement with Cypress Partners to begin the assembly of the land and the development. That is what we could do today to move it along, he stated.

Commissioner Broussard commented it was feasible, but questioned the 35 units per acre. He asked how much money we are talking about in comparison to FEMA trailers.

Labor and material to build a single unit, from foundation to a completed home would cost \$102 per square foot, without the property. The only site anticipated where they would have to spend funds to acquire property is in Abbeville.

Commissioner Jones was not clear if the Board was being asked today to approve the project and authorize the president to negotiate a partnership agreement, or being asked to authorize the president to enter into one. She stated she would like to see the agreement come back to the Board. She is ready to go forward with that negotiation but not necessarily to approve an agreement she has not seen.

Vice President Gilmore responded that we are in the draft mode of a corporate agreement with the Cypress Group, so we will send that to the Board and to the Legal Committee prior to authorization.

Commissioner Austin inquired who would obtain ownership of the property? Vice President Gilmore responded that in the corporate agreement it was decided the Cypress Group would be responsible for all of that type of work. What FEMA was attracted to is that this project could become a home ownership opportunity... and that is something that the Governor has emphasized. We have been discussing the possibility of the Cypress group creating a holding company or some type of group organization to inherit it after the 18 or 24 months FEMA required, that LHFA and the Cypress Group manage these properties afterwards. FEMA is allowing us to do whatever we want to do with them, Mr. Gilmore stated.

We have discussed various mechanisms for LHFA to get involved post 18-24 months; however, we have some legal recommendations that perhaps the liabilities aren't something that LHFA wants to get involved in long-term. We are looking at creating a holding company close to 24

months to hold the properties and then either work out a partnership with the local governments to take over the property, or possibly donate to a non profit. These are some of the ideas being discussed.

Extensive question and answer period followed, including: costs, state building code, parking, management, if the Agency could use as a home ownership program and let that be the exit strategy to create a home ownership option, what component would be ADA compliant, what is the FEMA status of people who are going to be placed in these units, etc.

**Motion to suspend the rules to add this item to the Agenda by Commissioners Woodruff-White and seconded by Commissioner Kennedy.**

**APPROVED:** On a motion by Commissioner Lisa Woodruff-White and seconded by Commissioner Jones to approve the Katrina Cottage project as presented and authorize the president and staff to negotiate a Memorandum of Understanding and/or partnership agreement with Cypress Partners, which agreement shall be submitted for approval to the Legal Committee and submitted to the Board for final approval.

Mr. Gilmore commented the Agency has attended 3 groundbreaking ceremonies over the past couple of weeks, and noted other developers are inviting us to groundbreakings. Much work is being done and he encouraged the Board's participation in these events.

#### **SINGLE FAMILY COMMITTEE REPORT**

In the interest of time, the Chairman dispensed with the Single Family Committee Report as there were no items that required action.

#### **MULTIFAMILY COMMITTEE REPORT**

Several resolutions came before the Board for approval:

**On a motion by Commissioner Madderra and seconded by Commissioner Miller, the following resolution was approved:**

**RESOLUTION:** A resolution accepting the proposal of Banc of America Securities, Inc., for the purchase of not exceeding Twenty-two Million Dollars (\$22,000,000) of Louisiana Housing Finance Agency Multifamily Housing Revenue Bonds (Tanglewood Apartments Project) in one or more series; fixing the terms of said bonds and otherwise providing with respect to said bonds; approving the form and directing the execution of the Bond Purchase Agreement for said Bonds; approving the form of the Official Statement with respect to said Bonds; and providing for other matters in connection with the foregoing.

**On a motion by Commissioner Madderra and seconded by Commissioner Miller, the following resolution was approved:**

**RESOLUTION:** A resolution authorizing not exceeding \$8,500,000 Multifamily Housing Refunding Bonds (Legacy Heights) in one or more series; and providing for other matters in connection therewith.

Discussion of the State's 2007/2008 Per Capita Draft QAP followed. Commissioner Madderra noted in committee the date of the Public Hearing was discussed. He suggested moving the April Board meeting back one week to April 18, 2007 and having the Public Hearing on the QAP on April 11, 2007.

Also discussed in Committee was having a point category as it relates to public housing authorities, giving them additional points since we have eliminated the set-aside for them. That was an omission from the draft but would be in the published draft.

**On a motion by Commissioner Madderra and a second by Commissioner Jones, with the amendments discussed, the following was approved:**

**RESOLUTION:** A resolution providing for approval of the State's 2007/2008 Per Capita Draft Qualified Allocation Plan and providing for other matters in connection therewith.

**On a motion by Commissioner Madderra and seconded by Commissioner Jones the following was approved:**

**RESOLUTION:** A resolution approving the Operating Deficit Loan Program to provide for relief from unanticipated insurance premium increases in connection with affordable residential rental developments allocated credits from the 2006, 2007 or 2008 credit ceiling; and providing for other matters in connection with the foregoing.

## **ENERGY COMMITTEE REPORT**

The Energy Committee Report was not given.

## **HUMAN RESOURCES COMMITTEE**

The Chairman commented the Human Resources Committee did not meet today, but they will have evaluation of the President and Vice President. Commissioners will receive an e-mail regarding that matter. It was also pointed out that Policy Revisions will be taken up at the next meeting (provided in the binders).

On a motion by Commissioner Woodruff-White and seconded by Commissioner Broussard, there being no further business, the meeting was adjourned.



## LOUISIANA HOUSING FINANCE AGENCY

### FULL BOARD MEETING

Wednesday, March 21, 2007

#### Guest Sign-In Sheet

GUEST NAME	FIRM
PLEASE, PLEASE PRINT	
1. <u>Gale Potts Rogue</u>	<u>MAC RB</u>
2. <u>Tim Pittenbarger</u>	<u>CSG Advisors</u>
3. <u>Carliss Kneseel</u>	<u>Norfolk Bank</u>
4. <u>PATRICIA MARTINEZ</u>	<u>Resources for Independent Living</u>
5. <u>Rachel Foss</u>	<u>GK Baum</u>
6. <u>Lois M Spooner</u>	<u>TEM</u>
7. <u>MARIA D. LOPEZ</u>	<u>TEM</u>
8. <u>JAMES COOPER</u>	<u>TEM</u>



# FULL BOARD

PLEASE PRINT CLEARLY

	GUEST NAME	FIRM
9.	Christine Rhorer	DHH
10.	Ryan Greer	Progressive Capital
11.	Patricia Martinez	Resources for Independent Living
12.	CAROL P. ENGLAND	GEORGE H. BARN
13.	Ashley Herad	LANO
14.	Will Bolton	AA Assoc.
15.	JOSEPH STEBBINS	CLASSIC CONSTRUCTION
16.	RM Jack	City of Horn
17.	John Godfrey	The Godfrey Firm
18.	Ford Gibson	GIBSON CONSULTING, LLC.
19.	Aron Weisner	Enterprise
20.	VERNON MARTIN	ROBERT R. RUSSELL
21.	Arby Smith	RichSmith Development

# FULL BOARD

PLEASE PRINT CLEARLY

GUEST NAME

FIRM

- |     |                      |                             |
|-----|----------------------|-----------------------------|
| 22. | Herbert Simmons, Jr. | GNLCDC                      |
| 23. | Marty Calkins        | MAC-RECC                    |
| 24. | Josh Colten          | HRI                         |
| 25. | Jamie Kavan LATAN    |                             |
| 26. | Kristen Raley        | MHAL                        |
| 27. | Mark Thomas          | MHAL                        |
| 28. | Doug Gilland         | Housing Systems, Inc.       |
| 29. | Thomas Labayr        | OCD                         |
| 30. | Jo Monson            | TRADE-MARK                  |
| 31. | Valerie Loney        | DHIT - (CDD) Central Office |
| 32. | Michael Brock        | Bayco Housing               |
| 33. | Pelican Group LLC    | Bu Warner                   |
| 34. | Dan Hammond          | Estimote                    |

# FULL BOARD

PLEASE PRINT CLEARLY

## GUEST NAME

## FIRM

35. Walter Guillory

LAFAETTE/Opflowas Housing Authority

36. Arister Rickett

Bran Builders

37. Ch Lovas

Mary Parker

38. Michelle Diaz

Masters Housing

39. Anthony Pen

SAT Developers

40. Archie Jone

GEMINI HOLDINGS

41. HAROLD FOLLO

VOB

42. TERESA STEWART

THE MILLER COMPANIES

43. KAY MILLER

THE MILLER COMPANIES

44. Al Gensler

Volunteer of America

45. Kelly Longwell

Coats Rose

46. May Anne Perault

People First of LA

47. Curtis Cheney

The NRP Group

# FULL BOARD

PLEASE PRINT CLEARLY

GUEST NAME

FIRM

- |     |                   |                                      |
|-----|-------------------|--------------------------------------|
| 48. | Lawand Johnson    | ST. JOHN PHA                         |
| 49. | Todd Little       | LA                                   |
| 50. | Arthur McLw       | SKA                                  |
| 51. | Linda Banks       | SW LA Homeless Coalition, Inc.       |
| 52. | Joe Richard       | R R Peapack CC                       |
| 53. | LARRY DAVIS       | FRC of N.O.                          |
| 54. | Judith Moran      | KAWI                                 |
| 55. | David E. Goff     | Regions Bank                         |
| 56. | Sylvia Marrow     | City of Natch.                       |
| 57. | Priscilla Metoyer | Multicultural Center<br>of the South |
| 58. | Thomas Kozlik     | UBS Investment Bank                  |
| 59. | Collette Martin   | Staff                                |

# FULL BOARD

PLEASE PRINT CLEARLY

GUEST NAME

FIRM

60. Tim Shackelford

LHFA

61. Regma Hamilton

Jones Walker

62. BILL CROFT

SHAW

63. FRANK TRAYTON

LA Housing

64. [Signature]

Alliant Capital

65. Terri Franklin

Regions Bank

66. Mary [Signature]

HRD

67. Anthony Fisher

CRA

68. Natalie Wyeth

LKA

69. Chris RIVARD

Shaw

70. Terry Mitchell

Wesley Plaza Apartment

71. RENE LANDRY

LAFA

72. MIKE RODRIGUEZ

HKIP

## FULL BOARD

**PLEASE PRINT CLEARLY**

**GUEST NAME**

# FIRM

73.

Richard L. Murray

BR Housing Authority

74.

Paula Petz

FRNO

75.

Matty G Jones

Coats Rose

76.

77.

78.

79.

80.

81.

82.

83.

84.

85.

# Louisiana Housing Finance Agency



## Strategic Plan 2007 - 2016









# Louisiana Housing Finance Agency Strategic Plan 2007 - 2016

After the devastating hurricanes of 2005, the LHFA has been thrust into the national spotlight as legislators and housing advocates alike demand a fair and efficient dispersal of housing funds in order to expedite the state's profound shortage of shelter affordable to low-income families. Today, as nearly a million Louisianans live without adequate housing, the LHFA must transform itself into an agency that can effectively fulfill its role as the premier affordable housing advocate in the state.

As Louisiana's principal housing finance agency, we are in a unique position to stimulate the construction of thousands of affordable housing units in each of the coming years. To move us closer to meeting the housing needs of all Louisianans, we have established a ten-year milestone - to finance 100,000 new homes affordable to low- and moderate-income Louisianans. We have already set the pace for such an enormous task by funding an unprecedented 12,000 new units in 2006 alone. Only by maintaining this drive and acquiring new support can this ambitious goal be realized.

This report establishes the Louisiana Housing Finance Agency's (LHFA) strategic plan for the next ten years, from 2007 to 2016. It is an ambitious plan, rooted in the agency's mission and supported by the fundamental principles that guide the LHFA daily. By carrying out the policies laid out in this plan, the LHFA will bring Louisiana closer to an equitable future, in which all families have a safe, affordable, and desirable place to call home every day.

The strategies within the plan are the culmination of two working sessions that integrated the visions and goals of the LHFA with the specific housing needs of the state of Louisiana. The first working session involved the agency's Board of Directors, who defined their priorities and collectively established the LHFA's housing policy for the agency in the coming years. Built upon the Board's directive, the agency's staff then worked together to devise a set of improvements that will enable the agency to accomplish the established goals. This final document is the ensuing plan of action that incorporates the contributions of every staff member, and reflects the visions of the LHFA as it addresses the nation's most critical housing shortage.

The strategies outlined in this plan are dynamic, and will adapt to changing circumstances as needed in order to continually address our goals and



objectives – namely, to ensure all Louisianans access to affordable, safe, decent, and sustainable housing. While the mission and principles remain a constant force in the agency's initiatives, the primary goals and objectives will change as we work to address new challenges and opportunities.

This document presents an overview of the LHFA's future course and describes how the agency plans to tackle Louisiana's current deficiency of affordable housing. It is organized in five sections, as follows:

- LHFA mission statement and guiding principles
- Affordable housing needs assessment
- LHFA strengths, weaknesses, opportunities, and threats
- Goals and strategies
- Technical implementation plan

## I. LHFA Mission and Guiding Principles

### The LHFA Mission:

The mission of the Louisiana Housing Finance Agency is to assure that every Louisiana resident is granted an opportunity to obtain safe, decent and sustainable affordable housing.

Each day this challenge is met by a dedicated staff of professionals who allocate federal and state funds to help low- and moderate-income citizens make their housing dreams a reality.

The following principles embody the LHFA's mission, and are reflected in each of the agency's goals and strategies. While the LHFA's methods must occasionally bend to address new challenges, its principles are impervious to shifts in public opinion or political ideology. They are the values inherent to the agency and its mission.

**Principle 1:** The LHFA has the responsibility to serve Louisianans who cannot afford decent housing in the private market. Our primary function, as the manager of federal subsidized housing programs, is to facilitate the provision of housing affordable to families that could not otherwise buy or rent a satisfactory home without financial assistance.



**Principle 2:** The LHFA will continuously progress towards accomplishing its mission. As a goal-oriented organization, we will regularly track advancements toward the provision of proper housing for all Louisiana residents. Evaluation includes setting benchmarks, noting accomplishments, and overcoming challenges in order to continually advance the agency's mission.

**Principle 3:** The LHFA promotes honesty within the organization and throughout its programs. We will keep our program requirements and award processes fair, transparent and easily understandable for all parties involved.

**Principle 4:** The LHFA embraces diversity within its organization and promotes it in our programs. We seek to include people from all income groups, ethnicities, races, and ideologies in all that we do.

**Principle 5:** The LHFA will serve as a champion and financial catalyst for affordable housing. We will continually educate the public and the legislature to foster understanding and acceptance of Louisianans from all income groups, as well as offer information to families in need of the agency's services. As the steward of affordable housing for the state, the LHFA encourages the development of all forms of low-cost housing in its quest to sustain strong, equitable and healthy communities throughout Louisiana.

## II. Affordable Housing Needs Assessment

The need for affordable housing in Louisiana is a deeply entrenched, long-standing issue. Regional differences make it difficult to simplify the problem. Because of divergent economic and developmental histories, the housing needs of rural and metropolitan parishes are diverse and often dissimilar. The mass displacement of hundreds of thousands of Louisianans following Hurricanes Katrina and Rita in the fall of 2005 further complicates the conceptualization of housing needs. More than one year after the storms, it is simply unknown how many families have left the state without intending to return, and how many families currently here may leave. Correspondingly, it is problematic to estimate present affordable housing needs. However, by joining pre-storm assessments with estimates of the cost and affordability of homes destroyed in the storms, the LHFA has drawn a reasonable picture of today's housing needs.

Before Hurricanes Katrina and Rita, an estimated **331,850 households** across the state earning less than 80 percent of their Area Median Income (AMI) were in need of affordable housing, according to the U.S. Department of Housing and Urban Development (HUD). Following are tables specifying who was in need accordingly, and in which region of the state they resided.



# Louisiana Housing Finance Agency Strategic Plan 2007 - 2016

## Affordable Housing Needs before Hurricanes Katrina and Rita

Households in Need of Affordable Housing by Income					
	Less than 30% AMI	30% - 50% AMI	50% - 80% AMI	80% - 95% AMI	Cumulative
<b>Metro Areas:</b>					
New Orleans-Metairie-Kenner	53,944	37,059	33,323	34,309	158,635
Baton Rouge	23,726	16,140	13,188	13,141	66,195
Houma-Bayou Cane-Thibodaux	6,150	3,515	2,949	1,889	14,503
Shreveport-Bossier City	9,234	9,590	8,150	7,079	34,053
Monroe	7,029	4,109	3,262	3,589	17,989
Alexandria	5,228	3,470	2,854	2,700	14,252
Iberville	1,024	594	580	339	2,537
Lafayette	7,170	5,695	4,740	3,949	21,554
Lake Charles	6,290	4,350	3,468	3,038	17,146
<b>Non-Metro Areas:</b>					
in North Louisiana	11,536	6,367	4,257	4,280	26,440
in Central Louisiana	7,091	4,363	3,454	2,621	17,529
in Acadiana	20,401	10,132	7,413	6,033	43,979
in Florida Parishes	5,845	3,380	2,879	2,353	14,457
<b>TOTAL</b>	<b>164,668</b>	<b>108,764</b>	<b>90,517</b>	<b>85,322</b>	<b>449,271</b>

## Low Income Households in Need of Affordable Housing by Household Characteristic

Households in Need of Affordable Housing by Household Characteristic					
	Elderly (62+ Years Old)	Disabled (requiring assistance)	Small (2-4 persons)	Large (5+persons)	Severe Cost Burden
<b>Metro Areas:</b>					
New Orleans-Metairie-Kenner	4,894	32,107	18,610	6,805	68,617
Baton Rouge	2,105	12,392	10,240	3,860	26,281
Houma-Bayou-Cane-Thibodaux	800	4,237	3,085	1,470	3,778
Shreveport-Bossier City	1,415	8,211	5,335	1,865	14,158
Monroe	525	3,408	2,300	845	7,178
Alexandria	655	3,722	2,105	600	5,400
Iberville	120	606	555	220	678
Lafayette	685	4,169	3,690	1,175	7,898
Lake Charles	805	3,972	2,875	2,875	6,076
<b>Non-Metro Areas:</b>					
in North Louisiana	1,367	6,572	4,175	1,619	8,558
in Central Louisiana	1,028	2,621	3,235	1,074	4,171
in Acadiana	2,190	12,542	8,215	3,520	12,065
in Florida Parishes	705	3,905	2,815	1,055	4,706
<b>TOTAL</b>	<b>17,294</b>	<b>98,464</b>	<b>67,235</b>	<b>26,983</b>	<b>169,566</b>

The hurricanes of 2005 destroyed more than **200,000 homes**, instantly exacerbating Louisiana's preexisting housing crisis. Of those 200,000 homes, roughly **80,000** were **rental units**, and of those 80,000, **46,000** **rented at prices affordable to low-income** (less than 80% AMI) households. In order to recover just 75 percent of those units affordable to low-income renters, **35,000 rental units will need to be built** – with 33,000 in the New Orleans metro area alone. This measure does not account for the loss and shrinking supply of low-cost rental units precipitated by the displacement of higher-income homeowners having moved into rental housing, and the increased land, construction, environmental remediation and operating costs since the hurricanes. As a result of increased prices, roughly 10,000 households that



rented their homes affordably on the private market before the storm can no longer do so.

Affordable homeownership is equally daunting in the hurricanes' aftermath. The Road Home Program, funded with federal Community Development Block Grant (CDBG) dollars, was established primarily to compensate for property loss. Although a majority of the funding will reimburse homeowners for uninsured loss, the program is not yet fully active. Evidence suggests, however, that Road Home grants will be insufficient to facilitate widespread rebuilding, so it is premature to speculate on the program's effect on affordable housing need. It is likely that many homeowners will not rebuild their homes on the same parcel, but they may move elsewhere in the region or state.

The number of households in need of affordable housing before the storms – more than 300,000, representing nearly one million Louisianans – is sobering. The tally becomes truly alarming considering that Hurricanes Katrina and Rita permanently displaced more than 200,000 households, approximately 80,000 of whom were considered low-income. In the face of this challenge, the LHFA must confront Louisiana's housing shortage with uncompromised dedication. To begin requires a starting point—a benchmark that establishes an objective for the arduous road ahead. As the first step in achieving our mission:

**The LHFA will work towards the development of 100,000 housing units affordable to low- and moderate-income households by 2016.**

### III. Strengths, Weaknesses, Opportunities and Threats

During the working retreats of October and November, the LHFA Board and staff participated in an exercise that evaluated the agency's current capacity, potential and limitations. This evaluation, commonly referred to as a "SWOT Analysis," set the stage for honest, constructive criticism, and recognized the LHFA's many successes. The outcome of the exercise now serves as a useful tool in taking advantage of the agency's strengths and opportunities to overcome interior vulnerabilities.

#### Strengths

1. We are a solid organization, with 113 staff members whom possess the initiative, intelligence and teamwork needed to adapt to change and improve the agency.
2. We are in an excellent financial position, with \$54 million in reserves and an A2 rating from Moody's Investor Service.



3. As the state's principal housing finance agency, we have the authority and flexibility to address Louisiana's diverse and changing housing needs.

### Weaknesses

1. We lack recognition and acceptance among community-based groups.
2. We do not currently have the expertise that would be necessary to realize new and nontraditional endeavors.
3. A lack of clear communication between agency departments, Board members and the general public often leaves stakeholders uninformed and discordant.

### Opportunities

1. We are the nexus for all stakeholders in subsidized- and assisted-housing development.
2. The sociopolitical climate is increasingly receptive to innovative housing solutions, due to the dire housing need following Hurricanes Katrina and Rita.
3. There are more financial and professional housing development resources in Louisiana today than ever before.

### Threats

1. Local opposition remains an obstacle to accomplishing the agency's mission to build affordable housing throughout the state.
2. Profit motivation, even in the development of affordable housing, limits the type of construction and depth of affordability of many developments.
3. General apprehension towards radical change, both within the agency and among housing stakeholders, can stymie organizational improvements and innovative housing solutions.

## IV. Goals and Strategies

Four specific goals came to light as a result of the Board and staff retreats that capture the themes common to all of the participants. They aim to capitalize on the LHFA's strengths, redress its weaknesses, take advantage of today's opportunities and neutralize potential threats to success. Combined, they serve as the driving force behind the strategic plan. This initiative, aptly termed PACE, sets the goals we will embrace as an agency to capture the momentum established in 2006.



**PURPOSE:** Give the agency a stronger sense of objective by clearly identifying the goals and objectives, creating an action plan with measurable outcomes, and implementing programs that make a noticeable difference in the state's housing market.

**ACCEPTANCE:** Use our influence, channels of communication, expertise, and outreach throughout Louisiana's communities in order to become the leading popular housing resource for the state.

**CAPACITY:** Create a stronger and more efficient agency through staff education and training, procedural documentation, and by streamlining processes and implementing innovative programs.

**EQUITY:** Infuse justice and fairness in all that we do. This includes incorporating the voices of the underserved into decision-making processes, and promoting disadvantaged local businesses.

Based upon the work of the retreats, we have established specific strategies to realize our goals and constructed an accompanying implementation plan. The timeline for accomplishing these goals begins now.

### **GOAL: Infuse a stronger sense of purpose within the agency**

Before the increase in staffing, tax credits and public scrutiny as a result of the federal GO Zone program, the LHFA was not capable of solving Louisiana's affordable housing shortage independently. The impetus to build a staggering number of housing units rapidly has changed the housing dynamic, and the agency is now at the forefront of affordable housing development.

The agency has been called upon to transform itself into a highly innovative and results-driven organization. To establish the momentum necessary to accomplish this, the agency must put forth a robust action plan that clearly defines the housing priorities established through the Governor's vision for affordable housing and through the agency's analysis of statewide housing need.

#### **Strategy 1: Establish housing priorities**

The first step in establishing housing priorities is to determine where the affordable housing shortfalls exist, and to determine which types of units are most needed. This is currently being addressed through a comprehensive affordable housing needs assessment that will ultimately define housing needs for each parish based on housing types, family size, age, and disability status. While this exercise correlates housing need, geography, and development





types, it does not specifically address the ideal building features, amenities and neighborhood dynamics that create sustainable and viable communities.

The second phase of establishing housing priorities is to identify essential components of viable, safe, sustainable, and energy-efficient communities, and to prioritize them in our funding priorities and program guidelines. The LHFA will arrange a visioning session among its Board and staff in order to ascertain the specific housing characteristics that contribute to an improved quality of life. These could be as simple as building a playground in a family-oriented development, or as complex as a multi-layered funding package for a mixed-income community. The final housing elements will be incorporated into the desired amenities for Low Income Housing Tax Credit (LIHTC) projects and will be posted on our website as a design guideline for local developers and builders.

### **Strategy 2: Devise a 10-Year Strategic Housing Plan**

The LHFA will draft a coherent strategic housing plan, built upon the newly established housing priorities. While the plan has not yet been drafted, Many fundamentals of the plan were introduced at the Board and staff retreats. First, new projects and programs should be directly conducive towards the LHFA's goals. This includes rejecting projects that will not impact an area positively, rating projects based on quality-of-life measures and depths of affordability, and encouraging the development of higher-risk projects in high demand, such as transitional housing, adaptive reuse projects, or live-work housing. It also involves greater cooperation at the grassroots level. The LHFA will take the lead in forming partnerships with other housing organizations such as Catholic Charities and the Department of Social Services, even offering grants to target projects that would not be financially feasible otherwise.

From a larger perspective, a key component of the housing plan will be to increase the rate of development. This involves prioritizing projects with substantial buy-in and additional funding sources, as well as facilitating further usage of non-competitive resources. It also involves increasing efficiency throughout the development process. The agency can work with local authorities to expedite building permits for affordable housing, or provide a forum where municipalities can offer land grants for development.

A strategic plan is only as good as its implementation. To ensure that the plan actually goes into effect, an evaluation system is needed. The evaluation system will begin with clearly stating the expectations of the staff, timeline and benchmark reviews. It will monitor agency and individual success over time and provide incentives to staff members who exceed expectations. Ultimately, it will post success measures online for the Board, staff and the public to view.





## **GOAL: Become the primary housing resource in Louisiana**

The lack of communication between the agency and the public at large complicates our processes and creates barriers to affordable housing development. One example is the NIMBYism that often occurs at the local level – the “Not In My Backyard” opposition to the creation of subsidized housing that stems from fears of crime and the deterioration of property values. In the vast majority of the cases, these fears are unfounded. The majority of affordable housing residents are law-abiding citizens whose jobs pay less than what would allow them to afford market-rate housing. Anecdotal evidence supports our belief that communities are supportive of their affordable housing developments after they have been built. If the agency improves its communication and cooperation with local communities, nearby residents will have a better understanding of why affordable housing is needed, and who lives there—such as home health aides, day care workers, waiters, and construction workers that greatly contribute to the local economy.

The LHFA’s mission has been further compromised by a limited presence at the local level. This lack of communication shortchanges families that cannot find housing and do not know where to look, as well as the many fellow Louisianans who do not know how to prepare for homeownership, financially and otherwise. To be more effective as a housing agency, we need to reach out to families locally and inform the public who we are and how we can help. We also need to prepare the next generation for homeownership, by educating children on the responsibilities required to participate in this American dream.

Finally, as an agency that is located strategically at the crossroads of so many interests, we can further communication between the groups that bring a project to fruition. The lack of coordination between local jurisdictions, developers, lenders, and subcontractors delays the process and increases costs or inhibits innovative projects. By placing the agency at the nexus for all key players, we can essentially foster the alignment of compatible interests and assist in forming mutually beneficial relationships.

### **Strategy 3: Reach out to the community**

To effectively reach out to all Louisianans, the agency will use a bottom-up and top-down approach, simultaneously initiating a massive marketing and branding campaign while reaching out to churches, community groups and directly to residents even people on the street. Tactics will include guest editorials, radio and newspaper ads, flyers, and local housing fairs, all of which will let people know who we are, why affordable housing is important and how we can help. The agency will also host an annual housing



conference, giving local officials, major employers, housing developers, community leaders, and lenders the opportunity to understand the LHFA's mission and learn how our products can work for their benefit.

Beyond the issue of affordable housing development, the agency will initiate an educational campaign that will foster higher home ownership rates, minimize default on loans, and improve home maintenance. It will include sponsoring a financial counseling program for first-time homebuyers, partnering with schools to educate youth regarding credit maintenance and the importance of saving money, and offering classes to assist homeowners in regularly maintaining their homes.

Finally, over the course of the next ten years, the agency will establish satellite offices in areas not easily accessible to Baton Rouge. In many regions of Louisiana, particularly in the north, families do not take advantage of the available housing options because they are unfamiliar with the agency. In order for a family to work with a housing counselor and arrive at a customized housing solution that best meets their needs, one-on-one communication is critical. By spreading our resources and products, we can personally assist all residents of Louisiana, not just those in the Baton Rouge and New Orleans metro areas.

### **Strategy 4: Create networks between stakeholders**

To increase the pace of affordable housing development and promote innovative housing solutions, the various interests in housing development should work together more closely. To enable this, the agency will hire a new staff member to act as a liaison between the agency and the legislature to align housing interests and collaborate with housing programs.

The agency will also post an online forum that can give stakeholders the opportunity to form partnerships. The site will include a listing of qualified contractors, firms offering technical services, architects, and similar services, as well as provide a listing of preferred lenders. It will provide the opportunity for municipalities to post available land for redevelopment and offer additional assistance in the form of a zero-cost approvals process or a community facilities grant. Consumers will also be able to view projects not yet in service and join a waiting list, which will increase the viability of projects and lower the costs of development.

The agency is also prepared to assist local housing agencies in defining their housing priorities and collaborating with local developers to meet housing goals. To discover common interests, the agency will facilitate working sessions between affordable housing advocates and developers. Once the common interests are defined, local housing authorities will be in a position to package additional benefits to developers beyond tax credits, such as gap finance, maintenance grants, and public amenities, for targeted projects.



### **GOAL: Create a stronger and more efficient agency**

The road ahead is a daunting task. To have 100,000 units built or in the pipeline by 2016 will require a new approach in agency operations and finance. As stated at both the Board and staff retreats, the agency is not equipped to handle the weight of the workload or the complex operations of more innovative housing programs. To be as successful as possible, we will set out to increase staff skills, simplify processes and integrate new technology into daily operations, all to create a more efficient and productive agency.

Of equal significance, the agency is a financial institution that must maintain its fiduciary strength to ensure the continued development of affordable housing. The decisions made today will affect the agency's position in the future, and ultimately, its fate. This means increasing our reserves and leveraging our resources is a crucial component in maintaining stewardship of affordable housing.

#### **Strategy 5: Improve the agency from within**

To tackle the immense challenge of addressing housing need post-Katrina and Rita, the agency will initiate several in-house programs geared towards improving performance and increasing productivity.

The first initiative is to bring the agency to a level of self-sufficiency where all standard operations are carried out in-house. This will require an analysis of existing skills within the agency followed by extensive training programs to fill those gaps, or, if necessary, new hires in areas of specific expertise.

The second initiative is to clarify the roles and expectations of staff members. As with any organization, employee resignations leave gaps in expertise and can substantially deplete the efficiency of the agency. Therefore, we will outline the expectations of each position and create a manual of appropriate procedures. To supplement this, we will implement an employee cross-training program. This will broaden our knowledge base while offering employees the opportunity for greater job diversity. Finally, we will re-examine the framework of civil service and private sector operations and devise a solution that captures the best features of both systems.

#### **Strategy 6: Enhance fiduciary position and increase reserves**

While the agency has a strong bond rating and a healthy reserve of funding, they are not adequate to realize the objectives set forth in this plan. As a result, the agency will take on more entrepreneurial activities to increase reserves. Possible channels include lending to market rate



developments, tapping into out-of-state markets or offering gap financing and predevelopment financing. By engaging in more lucrative endeavors, the agency will have more capital available to offer incentives to develop less profitable projects.

Even with the additional tax credits through the GO Zone legislation, the state still does not have enough funding to reach its pre-Katrina level of available affordable housing. Therefore, the agency will lobby for a continued increase in LIHTC allocations, as well as a portion of the CDBG dollars issued to the state, to fund the housing gap issues that LIHTC do not address. Due to the escalated cost of labor and construction materials, housing development has become substantially more expensive. For example, the producer price index (PPI) for construction materials increased more than 6% in 2006, according to the Associated General Contractors of America, while wages for unskilled laborers is now more than \$10 per hour, according to HUD's Policy Development and Research. This, ultimately, is reflected in higher rents for subsidized units. The majority of LIHTC units are affordable to families earning between 50% and 60% AMI, a narrow group of families in need. Additional funding can make these units affordable to more families, opening doors to those who presently cannot afford the majority of affordable housing units.

A housing trust fund is another possibility for increasing our reserves. The concept of a housing trust fund is to provide a housing agency with its own source of capital with which to develop its own programs and creatively address the specific housing needs of its constituents. It is an invaluable tool for state housing agencies to finance projects not qualified under existing federal housing programs as well as offering additional subsidy to families who cannot afford to rent an "affordable housing" unit.

At the very least, the agency will dedicate all available funding sources already available and actively promote the uncapped funding programs such as the LIHTC 4% credit. HOME funds will be more frequently and accurately tracked and available funds programs will be marketed more actively on the Internet. The Restore Program will be proactively sponsored, with program information disseminated among community groups at the grassroots level. The agency may also coordinate with Community Development Financial Institutions (CDFIs) and market-rate developers to effectively thread an affordable housing component into New Markets Tax Credit (NMTC)-funded developments, Mortgage Revenue Bond (MRB) projects and the 4% credit.



## **GOAL: Infuse a sense of justice and equality in all that we do**

Incorporating the voices of the underserved is a significant challenge for this agency. In an industry driven by profit motivation, projects have been selected first based on financial feasibility and cash flow rather than by the services they provide. This often leads to generic developments in undesirable areas. To reach out to all families in need of housing, the agency should equally examine a project's financial viability along with how that project furthers the agency's mission.

The affordable housing development industry, like most other industries, is structured to prefer large and well-established firms, thereby pushing out disadvantaged businesses. To overcome the inherent inequality, the LHFA will foster the growth of disadvantaged businesses throughout its programs and selection criteria.

As a component of the development process, project amenities or locational features are rarely designed with consumer feedback in mind. There is a misconception that because tenants often do not have a choice in where to live, their housing-related requests are unimportant. Ultimately, a community designed to address the interests of its residents will serve the dual purpose of providing needed housing as well as improve the quality of life and economic opportunities of its residents.

Including disadvantaged groups into the decision-making and development process is a fundamental element of our principles and must be emphasized in our operations. Heightened pressure for rapid development, combined with intense national scrutiny makes this particularly critical now.

### **Strategy 7: Encourage disadvantaged groups to participate**

Encouraging the involvement of disadvantaged groups involves three parts. First, it begins with discovering how residents or potential residents view subsidized housing. This involves dedicating staff to consumer outreach and surveying consumers of tax credit housing and participants of the First-Time Homebuyers Program. The agency will then incorporate these results into its development guidelines and requirements.

Parallel to consumer demand, the agency will facilitate the further incorporate of non-profit groups whose primary mission is to provide affordable housing. The agency will introduce a technical assistance program to newly formed non-profit organizations regarding the available grants, funding and tax incentives available, as well as offer startup grants for non-profits in targeted areas. For organizations with the capacity to develop housing, the agency will work to offer favorable lending terms or predevelopment financing, and help



coordinate their efforts with local jurisdictions.

The agency will also make an effort to bring disadvantaged businesses into the development process. This requires the expansion of the mentorship program, which offers technical assistance in business operations for skilled contractors and subcontractors, as well some form of incentive for developers to hire a lesser-known business, such as a higher score for LIHTC applications. The agency will also provide a more thorough listing of qualified contractors and subcontractors on its website and highlight those businesses categorized as Disadvantaged Business Enterprises (DBEs), using the federal definitions of DBEs.



A = Directly and immediately fulfills goal  
 B = Directly and eventually fulfills goal  
 C = Indirectly fulfills goal

Strategies	PURPOSE	ACCEPTANCE	CAPACITY	EQUITY
Strategy 1 - Establish housing priorities	A	C	C	B
Strategy 2 - Devise a 10-Year Housing Plan	A	C	B	B
Strategy 3 - Reach out the the community	C	A	C	B
Strategy 4 - Create networks between stakeholders	C	A	C	B
Strategy 5 - Improve the agency from within	B	C	A	C
Strategy 6 - Enhance fiduciary position and increase reserves	B	C	A	C
Strategy 7 - Encourage disadvantaged groups to participate	C	B	C	A





## V. TECHNICAL PLAN

\* Reference Number refers to the priorities of the Board as was recorded at the Board retreat (10/31/06) – see Appendix

**Goal: Purpose – Clearly define our goals, create an action plan and measure success**

**Lead Strategy: Establish priorities**

Strategy	Implementation	Timeframe	Reference Number
Visioning session	<ul style="list-style-type: none"><li>• Call for a visioning session to derive the elements of viable, safe and sustainable communities</li><li>• Outline the direct investment or attribute associated with those qualities</li><li>• Incorporate those attributes and investments into the strategic plan</li></ul>	Within 1 year	17
Develop strategic focus areas	<ul style="list-style-type: none"><li>• Prioritize based on geographic need</li><li>• Prioritize based on housing types in highest demand (transitional housing, child care facilities, single person units, housing for large families)</li><li>• Prioritize based on sustainability issues (Micro – areas within New Orleans)</li></ul>	Within 1 year	3





# Louisiana Housing Finance Agency Strategic Plan 2007 - 2016

**Goal: Purpose – Clearly define our goals, create an action plan and measure success**

**Lead Strategy: Devise a 10-Year Strategic Housing Plan**

Strategy	Implementation	Timeframe	Reference Number
Implement programs and projects that make a difference	<ul style="list-style-type: none"> <li>Target funding sources into projects that specifically address an area's affordable housing need</li> <li>Rate projects based on sustainability, affordability and viability</li> <li>Offer incentives to creative and/or difficult to develop projects such as urban infill, rehab, live-near-your-work, co-housing, single room occupancy, shared housing, worker housing, green design, etc.</li> <li>Coordinate with other housing organizations such as DSS and Catholic Charities</li> <li>Offer additional funding for targeted projects that lack necessary funding</li> </ul>	Within 1 year and ongoing	18
Increase rate of affordable housing development	<ul style="list-style-type: none"> <li>Give priority to projects with substantial buy-in from local government</li> <li>Favor projects that include additional funding sources</li> <li>Work with local planning agencies to streamline application process</li> <li>Facilitate further usage of the 4% credit and bond finance</li> <li>Dedicate to bond issue</li> </ul>	1- 3 years and ongoing	8, 11
Evaluate progress	<ul style="list-style-type: none"> <li>Incorporate a timeline for all elements of the strategic plan with significant benchmarks</li> <li>Clearly define roles and expectations of staff</li> <li>Monitor agency success and individual performance on a regular basis</li> <li>Include employee incentives for excellent performance</li> <li>Post success measures online for board, staff and public to view</li> </ul>	Within 1 year	7



# Louisiana Housing Finance Agency Strategic Plan 2007 - 2016

**Goal:** *Acceptance – Become the housing resource for the state of Louisiana*

**Lead Strategy:** *Reach out to the community*

Strategy	Implementation	Timeframe	Reference Number
Initiate a comprehensive branding program	<ul style="list-style-type: none"><li>Public Relations Campaign<ul style="list-style-type: none"><li>Guest Editorials</li><li>TV, radio, metro ads</li></ul></li><li>Ensure position understood by public and private industry<ul style="list-style-type: none"><li>Elaborate mission statement</li><li>Include revised mission statement in QAP, website and public relations campaign</li></ul></li><li>Establish annual housing conference with local officials, major employers, developers, community organizations and lenders</li></ul>	Within one year	5
Education	<ul style="list-style-type: none"><li>Financial counseling for first time homebuyers</li><li>Partner with schools to educate youth regarding financial responsibility and the importance of credit ratings</li></ul>	1 – 3 years and ongoing	5



# Louisiana Housing Finance Agency Strategic Plan 2007 - 2016

**Goal: Acceptance – Become the housing resource for the state of Louisiana**

**Lead Strategy: Create networks between stakeholders, investors, developers and government**

Strategy	Implementation	Timeframe	Reference Number
Establish a legislative lobby	<ul style="list-style-type: none"> <li>Hire new staff to fulfill this function</li> </ul>	1 – 3 years	2
Form a node between active groups	<ul style="list-style-type: none"> <li>Provide an online resource for cities and parishes to market available land</li> <li>Post a list of qualified contractors, technical services, architects, etc.</li> <li>Establish preferred relationships with lenders using LHFA guarantee</li> </ul>	1 – 3 years	11
Coordinate goals with local housing agencies and interested parties	<ul style="list-style-type: none"> <li>Work sessions to find common goals (Find contributions from various groups for projects i.e. land grants, public amenities, low interest loans and gap finance, maintenance grants, inclusionary zoning and work/housing linkages)</li> <li>Joint ventures and shared risk</li> </ul>	Within the year	5, 11



# Louisiana Housing Finance Agency Strategic Plan 2007 - 2016

**Goal: Capacity – Create a stronger and more efficient agency**

**Lead Strategy: Improve the agency from within**

Strategy	Implementation	Timeframe	Reference Number
Self-sufficiency	<ul style="list-style-type: none"> <li>Bring LIHTC program in-house</li> <li>Increase staff knowledge of all LHFA programs</li> </ul>	1 – 3 years	6
Streamline and simplify processes	<ul style="list-style-type: none"> <li>Integrate technology into the applications processes for the Tax Credit, Section 8 and MRB Programs</li> <li>Pare down and simplify LIHTC requirements</li> <li>Post easy-to-follow instructions for all applications online</li> <li>Organize and simplify the website</li> <li>Examine Board's role/compensation</li> </ul>	Within 1 year	1, 6
Maintain communications	<ul style="list-style-type: none"> <li>Clarify agency organization and specific roles</li> </ul>	Within 1 year	9
Develop staff capabilities	<ul style="list-style-type: none"> <li>Analyze skill gaps within the agency</li> <li>Training programs to enhance skill sets</li> <li>Document positions and protocol</li> <li>Cross-training</li> <li>Re-examine civil service vs. private industry framework</li> </ul>	Initiate within 1st year	1, 6, 20





# Louisiana Housing Finance Agency Strategic Plan 2007 - 2016

**Goal: Capacity – Create a stronger and more efficient agency**

**Lead Strategy: Enhance fiduciary position and increase reserves**

Strategy	Implementation	Timeframe	Reference Number
Introduce entrepreneurial activities	<ul style="list-style-type: none"> <li>Initiate market rate lending</li> <li>Research lending capacity in out-of-state markets</li> <li>Provide gap financing and predevelopment financing (working trust fund, bond finance)</li> </ul>	1 – 3 years	4
Dedicate all available funding	<ul style="list-style-type: none"> <li>HOME funds tracking system</li> <li>Market available HOME fund</li> <li>Proactively sponsor Restore Program (information at the grassroots level)</li> </ul>	Within 1 year	10
Access additional funding sources	<ul style="list-style-type: none"> <li>Establish a Working Trust Fund                             <ul style="list-style-type: none"> <li>-Nominal tax on real estate transactions</li> <li>-Fee on Road Home transactions</li> </ul> </li> <li>Lobby for continued bump in LIHTC allocation</li> <li>Coordinate resources with NMTC projects (establish relationships with local CDFIs)</li> <li>Petition for CDBG funding to fill difficult development programs</li> </ul>	1 – 5 years	4, 8, 14



## Louisiana Housing Finance Agency Strategic Plan 2007 - 2016

**Goal: Equity – Infuse a sense of justice and equality in all that we do**

**Lead Strategy: Encourage disadvantaged groups to participate**

Strategy	Implementation	Timeframe	Reference Number
Facilitate participation of disadvantaged businesses	<ul style="list-style-type: none"><li>• Technical assistance and mentorship program for disadvantaged businesses modeled on the DBE Program</li><li>• Bonus points for developments that include disadvantaged businesses (developer, contractor, architect, subcontractors, etc.)</li><li>• Offer a list of available contractors and subcontractors that qualify</li></ul>	1 – 3 years	12, 16
Build capacity for non-profits	<ul style="list-style-type: none"><li>• Technical assistance and startup grants</li><li>• Favorable lending</li><li>• Coordinate with local governments for \$0 acquisition and fast track approvals processes</li></ul>	3 – 5 years	13, 19
Incorporate stakeholder voice in the planning process	<ul style="list-style-type: none"><li>• Staff a consumer outreach group</li><li>• Survey consumers of tax credit housing and 1<sup>st</sup> time homebuyers</li></ul>	1 – 3 years	15



## Appendix: Board Retreat Priorities

1. Legislation to provide staggered terms – look at Board compensation, conflicts, Civil Service, constitutional amendment
2. Establishing a legislative lobby
3. Comprehensive/strategic plan – develop a strategic investment plan – focus on other areas of the State
4. Establish entrepreneurial component – allow unrestricted funds into the Agency – seek money, CDBG from LRA, increase per capita low income housing tax credits program authorities
5. Comprehensive branding program – create a public relations campaign, guest editorials, interviews, TV, radio, metro ads, HS – good credit habits, weekly TV show
  - Ensure position is understood by the public and private industry enhancing public outreach
  - Establish annual housing conference
    - Public entities, DSS, etc.
    - Private industry – bankers, etc.
  - Marketing – build a robust communications strategy
6. Streamline all programmatic submissions to the Agency – use technology internal and external, one stop, enhance technology skills of staff, reduce dependence on consultants, build internal capacity
7. Set benchmarks – strategic evaluation – annual or semi-annual basis
8. Protect our reserves and other assets – keep flexibility, e.g., dedicate to bond issue, building reserve funds
9. Maintain communications – Board, Board and staff; external must know what other departments do
10. Make sure we spend our HOME dollars – fully utilize our dollars; how we track them
  - Single family tax credits
  - Restore Program – limitations? Why aren't we moving forward?
11. Increase affordable housing – don't lose sight of middle income and rehab – How far do we go? Opportunities for joint venturing
12. Establish a minorities and women's protégé program – educate, encourage; majority builders to share knowledge; local, small, and disadvantaged enterprise
13. Extent of grant writing department can be utilized – housing, build capacity for non – profits; comprehensive housing strategy for the State – Choto Institute
14. Visit amount of money allocated to Coastal Zone through Go Zone
15. Get input from people we serve – low to moderate (under marketing outreach) stakeholder feedback
16. Make sure that we are doing business in Louisiana, with all businesses, including minorities (DBE Program) – local, small, disadvantaged
  - Be accountable – procurement, professional services, transaction construction, etc.
  - Scoring categories
17. Strategic Investment Plan – establish the kinds of communities LHFA wants to build – types of units, etc.
18. Implement programs that make a difference
19. Branching out to non-profits for programs – not attractive to private developers
20. Succession plan – cross-training