

2013-2016 Strategic Plan

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