



Louisiana Housing
Corporation

A photograph of a family (mother, father, and two children) sitting on a wooden floor and playing with large wooden blocks. The image is overlaid with a large teal triangle on the right side and a semi-transparent teal circle in the background. The text 'STRATEGIC PLAN' is written in large white capital letters across the middle of the image.

STRATEGIC PLAN

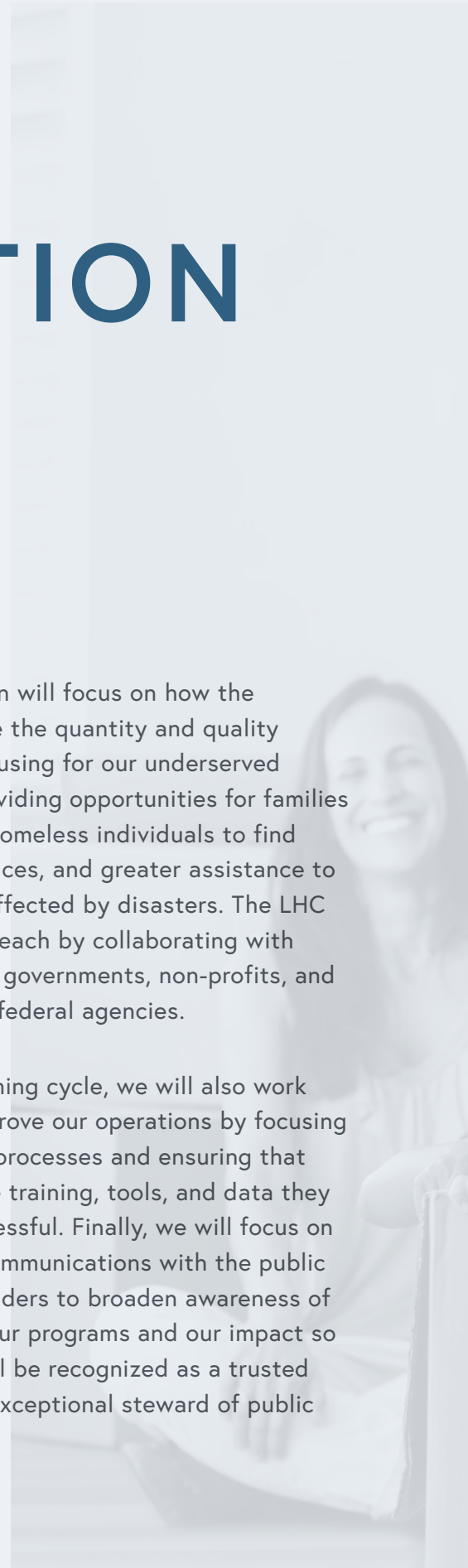
2023-2026

INTRODUCTION

Our state has long faced serious challenges regarding the affordability and availability of housing. Over the past few years, disruptive events such as the COVID-19 pandemic, hurricanes, and other natural disasters have deeply impacted our economy and magnified disparities, which disproportionately impact the stakeholders the LHC seeks to serve. While this environment creates many challenges for organizations like the LHC, it is more important than ever that we deliver meaningful results and do so in a way that uplifts individuals and families across Louisiana, regardless of who they are or where they call home. To achieve this, we must continue to eliminate barriers to full participation in vital housing programs, services, and partnership opportunities.

Much of this plan will focus on how the LHC can improve the quantity and quality of affordable housing for our underserved populations, providing opportunities for families to own homes, homeless individuals to find shelter and services, and greater assistance to those who are affected by disasters. The LHC can extend our reach by collaborating with partners in local governments, non-profits, and other state and federal agencies.

During this planning cycle, we will also work diligently to improve our operations by focusing on streamlining processes and ensuring that our staff has the training, tools, and data they need to be successful. Finally, we will focus on improving our communications with the public and our stakeholders to broaden awareness of and interest in our programs and our impact so that the LHC will be recognized as a trusted partner and an exceptional steward of public funds.



A faded background image of a man and a young girl. The man is leaning over a table, smiling, and looking at a document. The girl is sitting at the table, also smiling and looking at the document. The image is faded and serves as a background for the text.

VISION

The Louisiana Housing Corporation will be recognized as a catalyst, a coordinator, and a trusted partner changing lives and communities across the state as we provide an increasing number of residents with the opportunity to live in safe, decent, and affordable housing.

MISSION

The Louisiana Housing Corporation's mission is to ensure that every Louisiana resident is granted an opportunity to obtain safe, affordable, energy-efficient housing.



VALUES

Integrity

Transparency

Consistency

Efficiency

Client-Centric Approach

Expand our Reach

Identify and Leverage

The Power of Partnership



THREE-PHASE APPROACH TO STRATEGIC PLANNING



PHASE

01

EXECUTIVE LEVEL AND STAKEHOLDER INPUT

- Review board and ED's vision
- Gather input from developers and key stakeholders
- Invite staff members to provide input on strategic plan
- Conduct SWOT analysis – internal strengths and weaknesses and external opportunities and threats

PHASE

02

EVALUATE CURRENT AND FUTURE STATE

- Evaluate current staffing model for:
 - Efficiencies
 - Redundancies
 - Gaps in expertise
- Project capacity needs over the next three years
- determine opportunities for improvement

PHASE

03

DEVELOP AND IMPLEMENT

- Mission, vision, and values; key strategic goals; and success metrics shared with board
- Gather board input
- Board adoption of strategic plan
- Action plans and accountabilities
- Implementation
- Quarterly updates to board and public

STRATEGIC GOALS

1. Create housing that increases economic development, jobs, and builds community
2. Expand homeownership opportunities across the state
3. Reduce homelessness by expanding partnerships with continuum-of-care agencies and non-profits that provide wraparound services
4. Utilize newly created Disaster Recovery Unit to proactively respond to the state's housing needs
5. Increase partnerships with local governments and rural communities
6. Build partnerships with universities to impact surrounding communities





7. Identify revenue generating opportunities that increase current revenue levels and mitigate risk associated with losing funding sources
8. Weave the philosophy and principles of diversity, equity, and inclusion (DEI) throughout the LHC's programs, policies, and procedures
9. Implement a sustainability plan to address compliance concerns and establish systems and processes to eliminate identified risks
10. 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
11. Update communications standard operating procedures and protocols to ensure consistency
12. Create an automated process to track and analyze data and utilize information to effectively influence decisions on investment, best practices, performance, innovation, and management

STRATEGIC GOAL 1

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

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

Objective 1.3: Develop innovative approaches to deal with higher development costs, taxes, and insurance premiums and revitalization efforts to deal with adjudicated properties

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

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



STRATEGIC GOAL 2

EXPAND HOMEOWNERSHIP OPPORTUNITIES ACROSS THE STATE

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

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

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

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

STRATEGIC GOAL 3

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

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

Objective 3.3: Track recidivism rates among the homeless population and address service gaps that contribute to housing instability

Objective 3.4: Standardize performance metrics among service providers

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

STRATEGIC GOAL 4

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

Objective 4.1: Streamline disaster recovery housing efforts, programs, and resources

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

Objective 4.3: Expand current Bridge Loan pilot program to direct resources to disaster impacted areas prior to the allocation of disaster related funds

Objective 4.4: Partner with OCD to secure additional disaster funding

Objective 4.5: Embrace and expand implementation of FORTIFIED design standards to housing development programs

STRATEGIC GOAL 5

INCREASE PARTNERSHIPS WITH LOCAL GOVERNMENT AND RURAL COMMUNITIES

Objective 5.1: Provide technical assistance to increase program participation

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

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

STRATEGIC GOAL 6

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

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



STRATEGIC GOAL 7

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

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

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

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



STRATEGIC GOAL 8

WEAVE THE PHILOSOPHY AND PRINCIPLES OF DIVERSITY, EQUITY, AND INCLUSION (DEI) THROUGHOUT THE LHC'S PROGRAMS, POLICIES, AND PROCEDURES

Objective 8.1: Create an Emerging Developer Training and Engagement program

Objective 8.2: Fund housing and community service programs to build inclusive communities

Objective 8.3: Identify and modify policies and procedures to remove barriers across the housing continuum for vulnerable populations

Objective 8.4: Implement new policy and amend current policies that incentivize minority participation

STRATEGIC GOAL 9

IMPLEMENT A SUSTAINABILITY PLAN TO ADDRESS COMPLIANCE CONCERNS AND ESTABLISH SYSTEMS AND PROCESSES TO ELIMINATE IDENTIFIED RISKS

Objective 9.1: Develop a partnership between the Sustainability Department and the Internal Audit Department to identify internal control weaknesses within the organization

Objective 9.2: The newly established Sustainability Department will create suitable plans to address and correct identified weaknesses

Objective 9.3: Develop and implement an internal auditing schedule to review departmental policies and procedures while looking for ways to improve efficiency and productivity

STRATEGIC GOAL 10

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

Objective 10.2: Review/revise the onboarding process and increase education and awareness opportunities for all staff to better understand the work of the Corporation

Objective 10.3: Develop and maintain a succession plan to mitigate the loss of institutional knowledge

Objective 10.4: Create a system for employees to voice concerns

Objective 10.5: Ensure equitable pay standards and proper use of pay tools across the Corporation

Objective 10.6: Ensure that all departments have adequate capacity and tools needed to perform



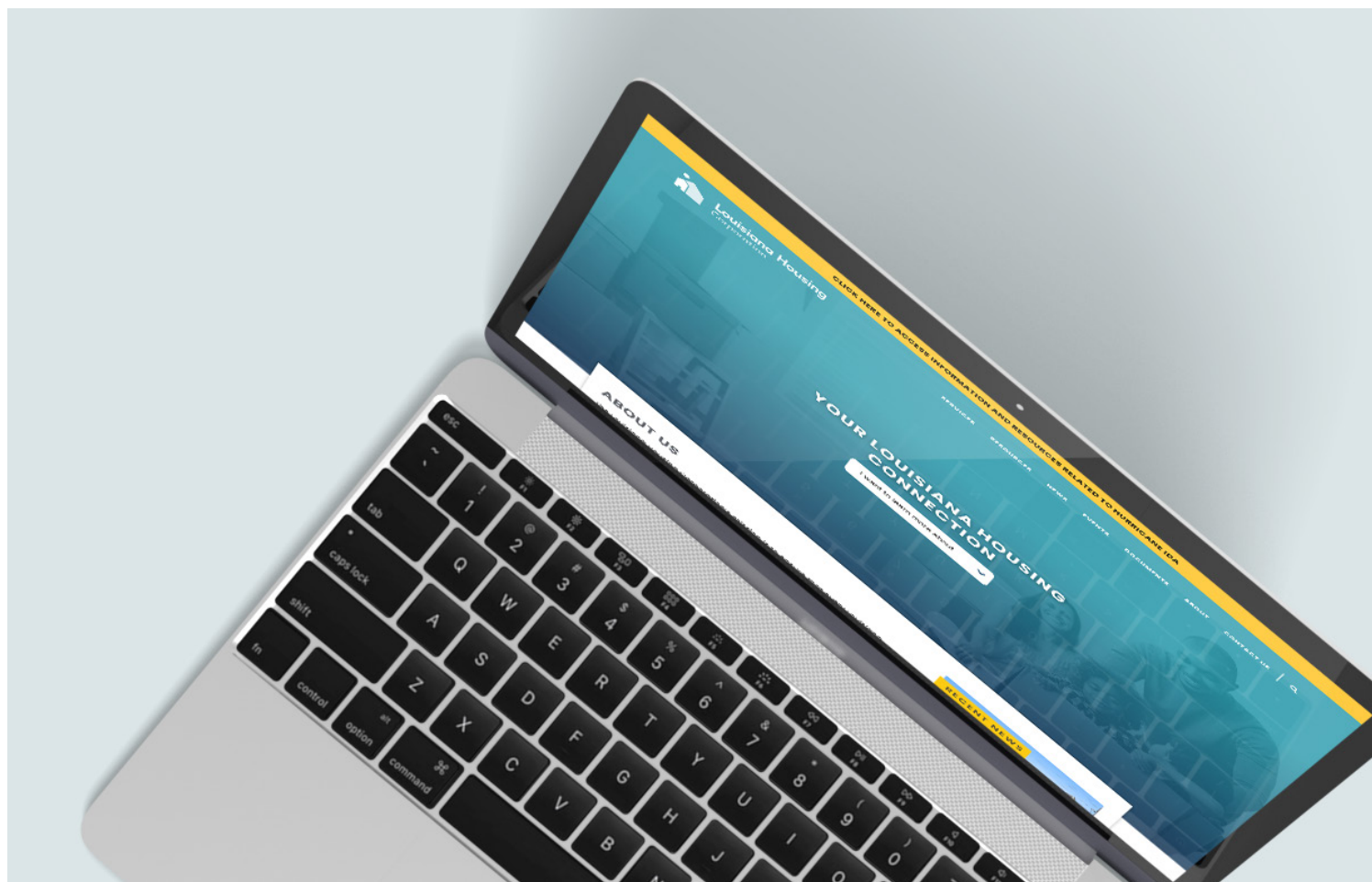
STRATEGIC GOAL 11

UPDATE COMMUNICATIONS STANDARD OPERATING PROCEDURES AND PROTOCOLS TO ENSURE CONSISTENCY

Objective 11.1: Develop a consistent and robust marketing, outreach, and branding strategy

Objective 11.2: Develop and implement standardized communication materials for the LHC and its subgrantees to promote consistent messaging around programs and services; evaluate website efficiencies and improve ease of navigation

Objective 11.3: 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



STRATEGIC GOAL 12

Create an automated process to track and analyze data and utilize information to effectively influence decisions on investment, best practices, performance, innovation, and management.

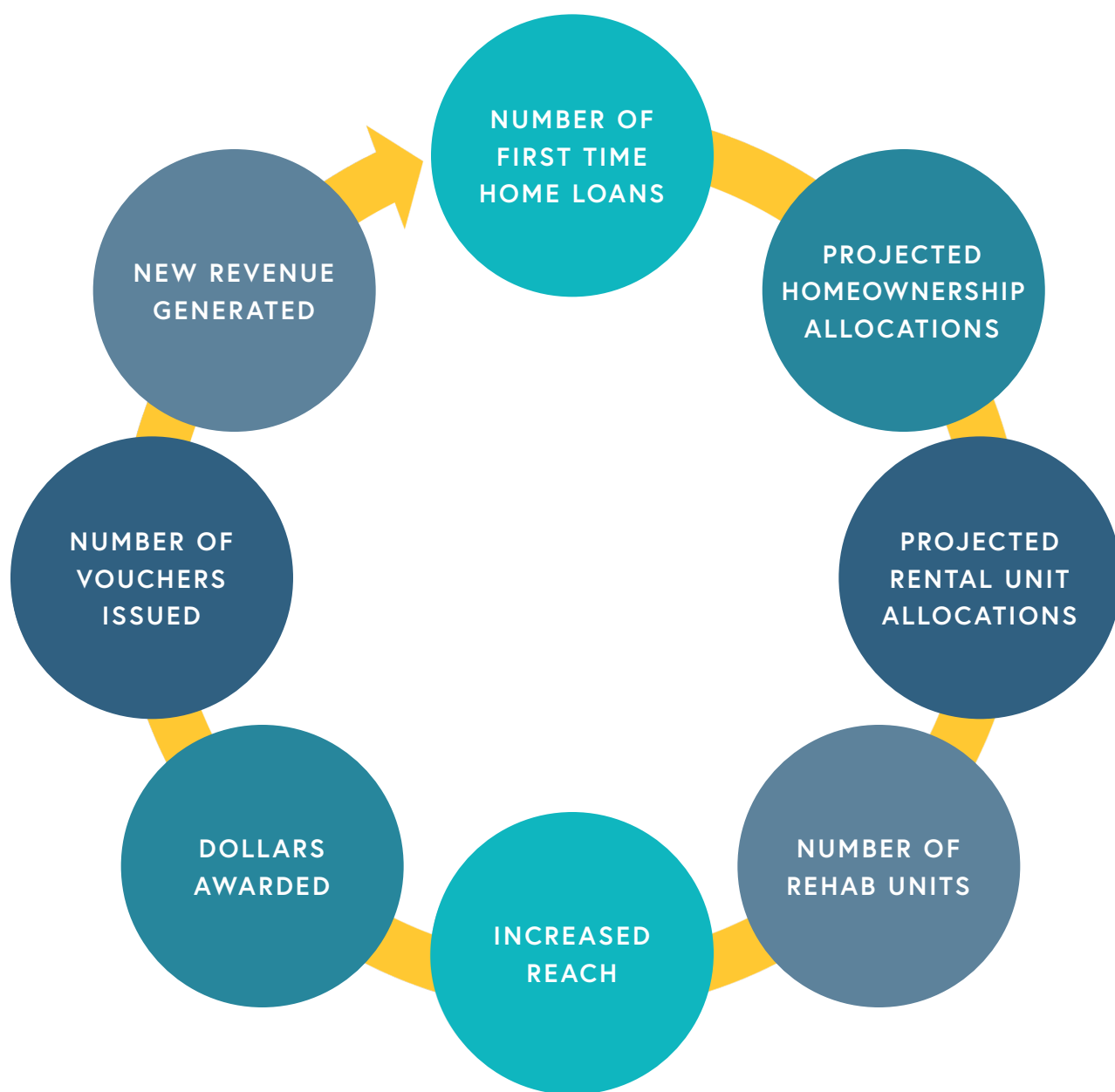
Objective 12.1: Establish performance metrics to evaluate progress

Objective 12.2: Standardize data collection and reporting

Objective 12.3: Use generated data to inform policy decisions and direct funding and to understand the economic correlations with housing investment



DASHBOARD OF SUCCESS METRICS



STRATEGIC GOALS	PROJECTED HOMEOWNERSHIP ALLOCATIONS	NUMBER FIRST-TIME HOME LOANS	PROJECTED RENTAL UNIT ALLOCATIONS	NUMBER OF REHAB UNITS	NUMBER OF VOUCHERS ISSUED	NEW REVENUE GENERATED	DOLLARS AWARDED	INCREASED REACH
Housing			●	●			●	
Home Ownership	●	●					●	
Homelessness					●		●	
Disaster Recovery						●	●	
Partnerships Local/Rural		●						
Partnerships Universities							●	●
Revenue Generation						●		
Sustainability Plan						●	●	
Diversity, Equity, Inclusion							●	●
Service Excellence							●	
Communications								●
Data Tracking	●	●	●	●	●	●	●	●



NEXT STEPS

Action Plans by Staff

Begin Implementation

Quarterly Review



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