



## Louisiana Housing Corporation

The following resolution was offered by Board Member Malcolm Young and seconded by Vice-Chairman Mayson H. Foster:

### RESOLUTION

**A resolution adopting the Louisiana Housing Corporation (the "LHC" or "Corporation") Strategic Plan for 2013-2016 (attached as Exhibit A, entitled "Louisiana Housing Corporation 2013-2016 Strategic Plan") and providing for other matters in connection therewith.**

**WHEREAS**, the Louisiana Housing Corporation ("LHC" or "Corporation") was created by and pursuant to the Louisiana Housing Corporation Act contained in Chapter 3-G of the Louisiana Revised Statutes of 1950, as amended (R.S. 40:600.86 through R.S. 40:600.111); and

**WHEREAS**, the LHC, as authorized by the State of Louisiana pursuant to R.S. 40:600.91(A), shall have the powers necessary or convenient to carry out and effectuate the purpose and provisions of the LHC Act.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Louisiana Housing Corporation (the "Board"), acting as the governing authority of said Corporation:

**SECTION 1.** The Board hereby adopts the LHC Strategic Plan for 2013-2016 (attached as Exhibit A, entitled "Louisiana Housing Corporation 2013-2016 Strategic Plan").

**SECTION 2.** The LHC staff and counsel are authorized and directed to prepare such documents and agreements as may be necessary to implement the LHC Strategic Plan for 2013-2016.

**SECTION 3.** The Chairman, Vice Chairman, and the Secretary of the Board as well as the Executive Director of the LHC are hereby authorized, empowered, and directed to execute any forms and/or documents required to be executed on behalf of and in the name of the LHC the terms of which are to be consistent with the provisions of this resolution.

This resolution having been submitted to a vote, the vote thereon was as follows:

**YEAS:** Michael L. Airhart, Mayson H. Foster, Dr. Daryl V. Burckel, Larry Ferdinand, John N. Kennedy, Matthew P. Ritchie, Willie Spears, Guy T. Williams, Jr., Malcolm Young.

**NAYS:** None.

**ABSENT:** Ellen M. Lee.

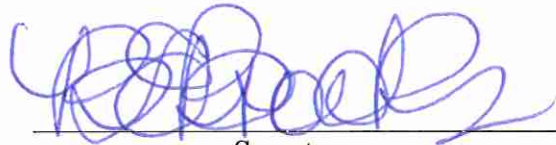
**ABSTAIN:** None.

And the resolution was declared adopted on this, the 11<sup>th</sup> day of September, 2013.



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Chairman



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Secretary

**STATE OF LOUISIANA**

**PARISH OF EAST BATON ROUGE**

I, the undersigned Secretary of the Board of Directors of the Louisiana Housing Corporation (the "Board"), do hereby certify that the foregoing two (2) pages constitute a true and correct copy of a resolution adopted by said Board on September 11, 2013, entitled: "A resolution adopting the Louisiana Housing Corporation (the "LHC" or "Corporation") Strategic Plan for 2013-2016 (attached as Exhibit A, entitled "Louisiana Housing Corporation 2013-2016 Strategic Plan") and providing for other matters in connection therewith. "

**IN FAITH WHEREOF**, witness my official signature and the impress of the official seal of the Corporation on this, the 11<sup>th</sup> day of September 2013.

  
Secretary

(SEAL)





## 2013-2016 Strategic Plan

### EXHIBIT A

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