

## 2013-2016 Strategic Plan

Strategic Priority	Address Affordable Housing Needs	Address Communities' Housing Needs	Increase Organizational Capacity
Goals	<p><b>GOAL 1 - Increase and Preserve Affordable Housing Opportunities for:</b></p> <ul style="list-style-type: none"> <li>• Low- and Moderate- Income Households</li> <li>• Underserved Minority Households</li> <li>• Vulnerable Households</li> </ul>	<p><b>GOAL 2 – Work with communities to use affordable housing to Support Strong, Viable Communities through:</b></p> <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>	<p><b>GOAL 3 – Sustain and Strengthen LHC through:</b></p> <ul style="list-style-type: none"> <li>• Raising and Leveraging Capital</li> <li>• Managing Risk</li> <li>• Improving Operations</li> </ul>
Objectives	<p><b>Low- to Moderate- Income Households</b></p> <ol style="list-style-type: none"> <li>1. <u>Expand and maintain the supply of housing stock</u> <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. <u>Improve the Quality of Life</u> <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. <u>Target resources to serve underserved populations</u> <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. <u>Increase Supportive Housing</u> <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. <u>Leverage, Integrate and Enhance Funding Resources</u> <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. <u>Synchronize Local, Regional, and State Efforts to Address Homelessness</u> <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. <u>Assess Current and Future Housing Needs</u> <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. <u>Affirmatively Further Fair Housing</u> <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. <u>Increase Capital Capacity</u> <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. <u>Mitigate Losses</u> <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> <li>3. <u>Expand Compliance Responsibilities</u> <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. <u>Increase Capabilities and Efficiencies</u> <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> <li>5. <u>Cultivate Human Capital</u> <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>