



# Delaware State Housing Authority

*"Providing quality, affordable housing opportunities."*

## DSHA Strategic Plan FY2013 –2015

<b>Mission</b>	<i>The mission of the Delaware State Housing Authority is to efficiently provide, and assist others to provide, quality, affordable housing opportunities and appropriate supportive services to low- and moderate-income Delawareans.</i>			
<b>Priorities</b>	<b>Ensure Affordable Rental Housing.</b>	<b>Advance and Sustain Homeownership.</b>	<b>Promote inclusive, sustainable communities with access to efficient, coordinated programs and services.</b>	<b>Manage for operational efficiency and long-term sustainability.</b>
<b>Objectives: Strategic Initiatives</b>	<ul style="list-style-type: none"> <li>Develop DSHA’s <b>multifamily products</b> into a comprehensive line to meet the state’s affordable rental housing needs from construction through preservation.</li> </ul>	<ul style="list-style-type: none"> <li>Expand DSHA’s affordable <b>homeownership financing mechanisms</b> beyond the mortgage revenue bond program to offer an array of products to meet a broader range of Delaware’s homeownership needs.</li> </ul>	<ul style="list-style-type: none"> <li>Promote diverse, equitable, <b>inclusive communities and fair housing choice</b> in Delaware.</li> <li>Work with partners to advance the statewide <b>coordination of housing services</b> in Delaware to benefit customers and improve efficiency.</li> <li>Ensure DSHA affordable housing programs are supporting and prioritizing <b>community development</b> in a coordinated way.</li> <li>Meet the <b>housing needs of special populations</b>, including people experiencing homelessness, by strengthening partnerships, programs and funding.</li> </ul>	<ul style="list-style-type: none"> <li><b>Financial Sustainability</b> – Increase revenues to meet rising costs with strategies to increase program, investment, and administrative income.</li> <li><b>Human Resources</b> – Develop DSHA into a preferred Delaware employer and ensure it remains a great place to work, developing and maintaining a highly skilled and dedicated workforce.</li> <li><b>Marketing</b> - Develop communications campaigns that effectively promote DSHA and its programs to existing and prospective stakeholders and further increase its brand, reputation and value to the State.</li> <li><b>Technology</b> – Continually expand and improve DSHA’s use of technology both internally and in our interactions with customers and partners.</li> </ul>

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<b>Objectives: Ongoing Programs</b>	<ul style="list-style-type: none"> <li>• Provide financing for the new development and preservation of affordable rental housing.</li> <li>• Provide rental assistance to low-income households and assistance to become economically self-sufficient via Moving to Work.</li> <li>• Provide rental assistance to special populations in need of supportive services to live independently in the community.</li> <li>• Manage portfolio of Project-based Section 8, LIHTC and DSHA-financed sites with compliance monitoring, audit reviews and inspections.</li> </ul>	<ul style="list-style-type: none"> <li>• Assist first-time homebuyers with below-market mortgage financing, downpayment, settlement and other assistance.</li> <li>• Engage in foreclosure prevention and mitigation activities to reduce the number and impact of foreclosures on Delaware communities and households.</li> <li>• Assist existing homeowners with rehabilitation and emergency repair resources to maintain their homes.</li> </ul>	<ul style="list-style-type: none"> <li>• Support homelessness prevention and rapid rehousing activities, other services and housing for the homeless and those at risk of homelessness.</li> <li>• Maximize the use of the State’s growth management framework to encourage affordable housing, via participation in and coordination with state and local planning initiatives.</li> <li>• Engage in ongoing housing needs assessment and planning activities.</li> <li>• Assist in the revitalization of distressed neighborhoods and support community development.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Customer Service:</b> Be a true partner to our customers and Delawareans, responding to their needs with accessible, user-friendly services.</li> <li>• <b>Organizational Management:</b> Maintain DSHA’s status as a highly efficient, stable organization with sustainable operations focused on efficiency and, where possible, self-sufficiency.</li> </ul>