

STRATEGIC PLAN

FY 2016 – FY 2018

October 2015



Delaware State Housing Authority
18 The Green
Dover, DE 19901
888-363-8808
www.DeStateHousing.com



STRATEGIC PLAN

FY 2016-2018

MISSION

The mission of Delaware State Housing Authority (DSHA) is to efficiently provide, and assist others to provide, quality affordable housing opportunities and appropriate supportive services to low- and moderate-income Delawareans.

High-quality housing that is affordable to households at a variety of income levels is a fundamental part of a thriving economy and a key component of family and community quality of life. DSHA's activities impact Delaware from the macro level of serving as a catalyst for private investment and economic growth to the micro level of families who are able to access safe, decent and affordable housing in healthy communities.

VISION

DSHA is the leading provider of affordable housing resources in Delaware, working with public and private partners to deliver high-quality, sustainable, affordable rental and homeownership opportunities. We do so in the most efficient and fiscally responsible way while maintaining the highest level of responsiveness to our clients and partners, responding to changing housing needs and varying levels of government support with creative and cost-effective solutions.

CORE SERVICES

DSHA's core services fall into two broad categories, each of which includes a variety of specialized programs:

- **Homeownership:** Assist low- and moderate-income Delawareans in becoming homeowners and maintaining their homes.
- **Rental Housing:** Provide affordable rental housing assistance and financing benefiting low-income Delawareans to create new or rehabilitate/preserve existing affordable housing units.

DSHA provides these core services through its roles as a housing finance agency, public housing authority for Kent and Sussex Counties, and planning and community development agency. As a **Housing Finance Agency (HFA)**, DSHA:

- Accesses the capital markets to provide below-market rate mortgages and down payment and settlement assistance for low- to moderate-income homebuyers;
- Finances the construction and rehabilitation of multi-family affordable rental sites;
- Administers the federal Low Income Housing Tax Credit Program, including compliance monitoring;
- Leads the planning and provision of foreclosure prevention services and other Settlement-funded foreclosure recovery programs;
- Provides loans and grants to bring single-family homes up to code; and
- Administers federal subsidy contracts and compliance monitoring for 4,500 rental units statewide.

As a **Public Housing Authority** for Kent and Sussex Counties, DSHA:

- Participates in the Moving To Work (MTW) program, which offers case management and incentives to promote self-sufficiency for our clients;
- Owns and operates 10 public housing sites;
- Manages \$6.5 million in federal subsidy through approximately 900 Housing Choice Vouchers; and
- Administers approximately 800 rental assistance vouchers statewide through the State Rental Assistance Program (SRAP) for special populations.

Finally, as the **Planning & Community Development Agency** for the State of Delaware, DSHA:

- Conducts the statewide housing needs assessment, Consolidated Plan, and Assessment of Fair Housing (AFH) ;
- Administers federal/state programs such as HOME, Community Development Block Grant, Emergency Solutions Grants (ESG), Housing Opportunities for People with AIDS (HOPWA), and the Housing Development Fund; and
- Manages the Neighborhood Stabilization Program (NSP) and other federal programs.

DSHA PLANS

DSHA's work is guided by several planning processes and documents, most notably the [Consolidated Plan](#), a five-year blueprint for the use of federal funds including Community Development Block Grant (CDBG), HOME Investment Partnerships, Emergency Solutions Grants (ESG), and Housing Opportunities for Persons with AIDS (HOPWA). The Consolidated Plan is updated annually through an Action Plan, which serves as the state's application for these federal programs and identifies specific programmatic expenditures. Examples of other program-specific plans include the [Moving to Work Annual Action Plan](#), covering the MTW program, and the [Qualified Allocation Plan \(QAP\)](#), which lays out priorities for use of the Low Income Housing Tax Credit (LIHTC) program.

This Strategic Plan brings together priorities covering all DSHA programs and operational and organizational goals. Its priorities and objectives encompass all of DSHA's activities, but greater program-specific detail may be found in the various program plans. DSHA's Consolidated Plan was most recently updated in May 2015, for the fiscal year (FY) starting July 1, 2015 through June 30, 2019.

NEEDS ASSESSMENTS

On an ongoing basis, DSHA monitors and updates a variety of needs-related statistics with current national sources and publishes numerous fact sheets on housing-related statistics and needs in Delaware. In addition to the [Statewide Housing Needs Assessment 2015 – 2020](#), this strategic plan was informed by current research and other plans, such as:

- the Delaware Interagency Council on Homelessness [10-Year Plan](#) and other reports and local analyses of homelessness;
- [Community and Choice](#) report on housing needs of people with disabilities completed by the Housing Subcommittee of the Governor's Council on Improving Access to Community-Based Services,
- the Delaware State Consortium's [Analysis of Impediments to Fair Housing Choice](#), and
- other national and local housing related studies and plans.

PLANNING PROCESS

The strategic planning process was aligned with the process for developing DSHA's FY2015-2019 Consolidated Plan (July 1, 2015 – June 30, 2019). This began with the development of a statewide housing needs assessment and market value analysis, released in September 2014. The needs assessment was released at a public event, and many subsequent presentations at various working groups, boards, and other groups. In the fall of 2014, DSHA engaged with the other HUD-funded jurisdictions in Delaware to collaboratively seek public input on housing needs and priorities. An online statewide survey, aggregated by county and city, was conducted, with over 500 responses. Additionally, four public hearings and over 20 focus groups and group interviews were held statewide. This feedback was combined with internal planning to develop the Consolidated Plan, which was released for a 30-day public comment period and public hearings held on the plan in each county. The key priorities, strategies and actions are consistent across the Consolidated Plan and this agency strategic plan.

OUTLINE AND PLAN TERMS

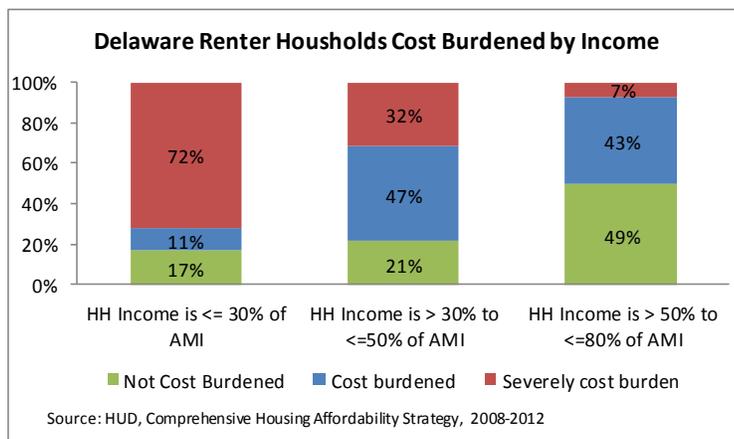
DSHA's FY 2016-2018 Strategic Plan is organized as a set of four overarching priorities, each of which contains several objectives. Within each priority there is at least one objective that is a "strategic initiative" - an area where DSHA is embarking on a new, challenging or especially important initiative. Other objectives cover DSHA's ongoing programs: longstanding programs and activities that, while they may be adjusted to meet changing needs or conditions, are core programs. How we plan to achieve the objectives is described with strategies, and subsequent measures identify how we will measure our accomplishments. While they are numbered for organizational purposes, the order of the priorities and objectives is not a reflection of importance.

PRIORITY 1: ENSURE AFFORDABLE RENTAL HOUSING.

Needs

The housing crash and recession of 2008 and ensuing high unemployment have made the rental market very tight, particularly for the lowest income households. In fact, in 2014 Delaware experienced its lowest residential rental vacancy rate (7.4%) in 20 years.¹ Three converging factors have influenced the market negatively for low income families: 1) the foreclosure crisis has forced previous homeowners into the rental market, driving up demand and reducing supply; 2) little rental housing was being added to the market during the years prior to the housing crash when the focus was on homeownership; and 3) average wages have remained stagnant while rental rates have risen.

Fair market rents for a 2 bedroom apartment in Delaware range from \$984 in Kent County to \$1,156 in New Castle County: nowhere in the state can an individual earning minimum wage afford even an efficiency (0 bedrooms) apartment. The gap between what an extremely low-income household can afford and the 2-bedroom fair market rent ranges from \$465 in Kent and Sussex Counties to \$587 in New Castle County.²



According to HUD’s 2008-2012 Comprehensive Housing Affordability Strategy (CHAS) data, the most recent available, an estimated 43% (39,115) of Delaware’s renter households have incomes below 50% of median (very low income).³ Seventy-seven percent (30,230) of these households are cost burdened (paying more than 30% of their income for housing). Among the state’s poorest renter households, those with extremely low incomes (<30% of median; 21,714

households), 72% (13,165) are severely cost-burdened – paying more than 50% of their income for housing. These households are the state’s most vulnerable, most precariously housed and at greatest risk of homelessness.

The *Delaware Housing Needs Assessment 2015-2020* projects a demand for 7,500 new rental housing units: 3,185 (42%) of these affordable to households with income below 50% of Area Median Income (AMI). In addition, our existing stock of assisted rental housing requires continued attention and maintenance. More than 3,000 subsidized units are over 25 years old and have not been substantially renovated. This accounts for approximately 30% of the state’s subsidized housing stock. With a constantly aging stock and scarce resources for new construction, the need to preserve affordable rental housing will continue.

An estimated 8,353 people in Delaware experience at least one episode of homelessness over the course of one year⁴. Several recent studies have documented the need for an estimated 1,000 vouchers for special populations, those who are homeless or at risk for homelessness, or who require housing and supportive services to live independently in the community. Permanent supportive housing – as opposed to crisis or institutional care – is a long-term solution for people with disabilities at risk for homelessness.

In permanent supportive housing, rental assistance, whether project-based or tenant-based, is linked to services to help people live stably in the community and work towards greater self-sufficiency.

Overview of DSHA Initiatives

DSHA's activities in the area of affordable rental housing include the administration of numerous federal and state programs. In terms of direct assistance to consumers, DSHA administers the federal Housing Choice Voucher program and owns and manages federally subsidized public housing in Kent and Sussex Counties. Non-elderly and non-disabled households in these programs are provided case management and support to transition to unsubsidized housing via Moving to Work. DSHA also administers the State Rental Assistance Program (SRAP), which provides tenant-based rental assistance to special populations in need of supportive services to live independently in the community.

As a housing finance agency, DSHA provides financing for the development and rehabilitation of affordable rental housing by administering Delaware's federal Low Income Housing Tax Credit (LIHTC) allocation, HOME funds, and the state Housing Development Fund (HDF). DSHA provides ongoing compliance monitoring for sites funded with these programs, and also serves as a contract administrator for the U.S. Department of Housing and Urban Development (HUD), administering federal contracts for project-based subsidies in privately owned rental housing in Delaware.

Strategic Initiative: Expand financing for the new development and preservation of affordable rental housing.

During FY 2016-2018, DSHA will continue its focus on a strategic initiative to expand the portfolio of services we offer to maintain and expand affordable rental housing in the state. Our ultimate goal is to increase the number of sites and affordable units assisted. From FY2013-2015, DSHA reinstated and directed resources to its multifamily bond lending program and developed a robust construction and permanent lending program. From FY2016-2018, we will continue to seek additional sources of capital to expand these programs and refine our processes. Our strategies to reach this goal are designed to:

- increase the volume of affordable rental housing our financing is able to create and preserve;
- benefit projects via reduced costs;
- more efficiently direct appropriate resources to projects based on the type of financing needed; and
- develop revolving sources of funds that will sustain our ability to fulfill our mission in the years ahead.

Strategic Initiative: Expand rental assistance to special populations in need of supportive services to live independently in the community.

The development of the State Rental Assistance Program (SRAP) has been a major strategic initiative for DSHA and its partners in the past several years. The program, launched in FY2011, has grown to almost 700 leased vouchers as of June 30, 2015. Additionally, DSHA also applied and was one of 13 housing finance agencies awarded a Section 811 Project Rental Assistance Demonstration (PRA Demo) program grant, creating approximately 150 units of project-based rental assistance with twenty-year rental assistance contracts. While we have made dramatic progress in the development of these new programs and the partnerships with our sister state agencies and providers, there remains substantial need for rental assistance for these populations. From FY2016-2018, our goal is to continue to expand SRAP to a budget authority for least 1,000 vouchers. In support of the original pillars of SRAP are to to reduce or

avoid costs while providing an improved quality of life and level of service. We also intend to expand SRAP to additional populations in need of supportive housing.

PRIORITY 1: Ensure Affordable Rental Housing	
Objective 1.1: Strategic Initiative	Expand financing for the new development and preservation of affordable rental housing.
Strategies	<ul style="list-style-type: none"> • Continue to develop and implement strategies to build a successful and productive 4% LIHTC/multifamily bond program. • Develop first position amortizing permanent lending program. • Develop rehabilitation/refinancing loan products and strategies. • Use the HDF, HOME and LIHTC programs to rehabilitate project-based Section 8, LIHTC, RD and other at-risk assisted housing sites. • Create newly assisted units via new construction, rehabilitation of vacant structures, or conversion of market-rate housing using the HDF, HOME, and LIHTC, especially in areas of opportunity. • Implement the National Housing Trust Fund in Delaware, if funding is available.
Measures	<ul style="list-style-type: none"> • # of projects financed per year with new products • Additional projects assisted with 4% LIHTC/multifamily bonds • # of new units • # units preserved • Subsidy value preserved • Leverage ratio for HDF funds

Objective 1.2: Strategic Initiative	Expand rental assistance to special populations in need of supportive services to live independently in the community.
Strategies	<ul style="list-style-type: none"> • Continue to develop project-based rental subsidy and set-aside programs and units (Section 811 PRA Demo and LIHTC set-aside units). • Evaluate and pursue further expansion of the State Rental Assistance Program (SRAP) to new populations, including homeless veterans, families with children, and re-entry. • Integrate referral systems across tenant-based and project-based rental assistance programs. • Continue to develop and refine partnerships with other state and local agencies to provide rental assistance in support of goals to prioritize housing choice for people with disabilities and rapid return to permanent housing for people experiencing homelessness. • Provide support for tenant-based rental assistance through the HOPWA program for people living with HIV/AIDS.
Measures	<ul style="list-style-type: none"> • Number of vouchers leased • Cost avoidance and quality of life/service measures • Supportive services funds leveraged

PRIORITY 1: Ensure Affordable Rental Housing

Objective 1.3	Provide rental assistance to low-income households and assistance to become economically self-sufficient via Moving to Work.
Strategies	<ul style="list-style-type: none"> • Manage and maintain over 500 units of public housing and 905 Housing Choice Vouchers in Kent and Sussex Counties. • Through case management, services and incentives, assist households to move from assisted to unassisted housing. • Facilitate the delivery of GED, literacy, financial literacy and youth (summer, after-school, tutoring and 4-H) programs. • Continue DSHA participation in MTW and work to proactively preserve DSHA’s public housing stock.
Measures	<ul style="list-style-type: none"> • # of households moving from assisted to unassisted housing • # of households increasing income and reducing barriers • Public housing occupancy and Housing Choice Voucher utilization

Objective 1.4	Manage portfolio of Project-based Section 8, LIHTC and DSHA-financed sites with compliance monitoring, audit reviews and inspections.
Strategies	<ul style="list-style-type: none"> • Manage portfolio of project-based Section 8, LIHTC and HDF/HOME-financed sites for physical condition, financial condition and fulfillment of contract obligations.
Measures	<ul style="list-style-type: none"> • Units under compliance monitoring or contract administration • % of Section 8 contracts renewing • Subsidy value of renewed contracts

PRIORITY 2: Advance and sustain homeownership.

Needs

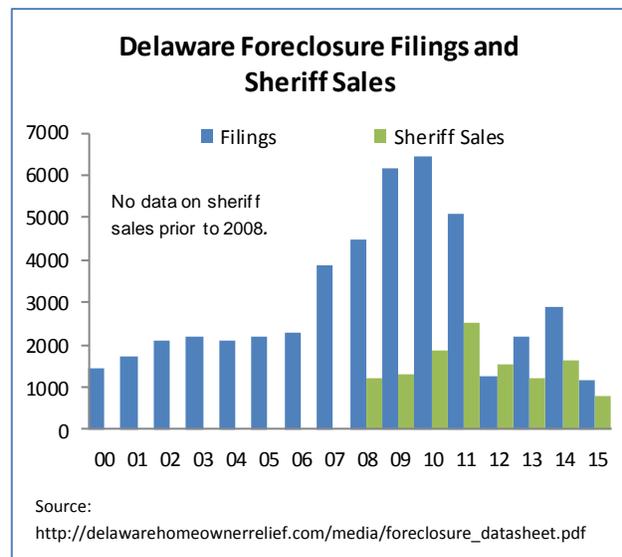
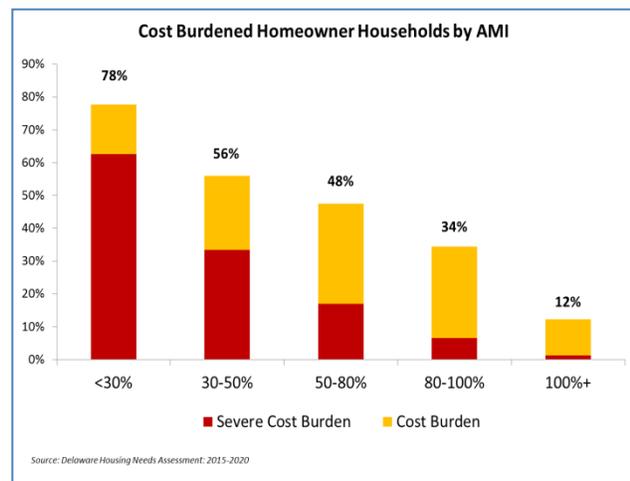
Although the housing market is recovering from the 2008 crash, many Delaware families continue to struggle to attain homeownership. Compounding stagnant incomes and slow economic recovery are increasing home sales prices, constrained for-sale inventories in some regions, fewer affordable mortgage products, and continued demand for down payment and settlement assistance.

Even though median home prices in all three counties are still down 13-16% from their peak in 2007 (as of CY 2014), affordability remains a challenge for many low and moderate-income homebuyers.⁵ Incomes have stagnated or even fallen and home prices and availability can still be a challenge for low-income buyers.

Tightened underwriting continues to exclude many first-time and repeat buyers due to credit issues and the lack of sufficient down payment funds, even if their income appears adequate to afford a typical home. New home building has recovered to a more typical rate of 4,000 – 5,000 building permits annually in the state.

The lower a household’s income is, the more likely they are to be Cost Burdened (paying more than 30% of their income for housing) or Severely Cost Burdened (paying more than 50% of their income for housing). Cost Burdened homeowners in Delaware are most likely to be Hispanic or African American in race and ethnicity. Non-family households, either elderly or working age, are also most likely to be cost burdened, probably due to relying on a single income stream.

Foreclosure filings have decreased steadily in Delaware since 2009, dropping from over 5,000 annually in 2009-2011 to approximately 2,900 in CY 2014. The total of 1,034 from January – May of 2015 suggests that the total for CY 2015 will still be approximately 2,500. Sheriff sales remain steady, down from their 2011 peak of over 2,500 to around 1,500 annually 2011-2014. Approximately 1,500 sheriff sales are predicted in Delaware for CY 2015, as well.⁶



The *Delaware Housing Needs Assessment 2015-2020* estimated that nearly 13,000 owner-occupied homes in Delaware are in substandard condition; considering the impacts of the recent recession and challenges facing low-income homeowners, that number is likely rising. Strategies to help homeowners maintain homeownership, both through foreclosure prevention services and rehabilitation assistance to maintain their homes, continue to be vital to mitigating further declines in homeownership, housing stability, and the housing market in Delaware.

Overview of DSHA Initiatives

DSHA's activities to advance and sustain homeownership range from helping households to become homeowners to helping families remain in and improve their homes. Through our Homeownership Loan Program (HLP) and downpayment and settlement assistance programs, DSHA offers affordable first mortgage financing, down payment and settlement assistance, and the Delaware First-Time Homebuyer Tax Credit to assist with long-term affordability. DSHA also supports pre-purchase and default counseling programs, and for current homeowners, DSHA offers loans to help avoid foreclosure.

Strategic Initiative: Expand Homeownership Opportunities

From FY 2013 – 2015, DSHA focused on strategic initiatives to develop new non-traditional ways to finance first mortgages and down payment/settlement assistance programs to serve both first-time and repeat homebuyers, to ensure we are providing a full menu of affordable and sustainable mortgage products for all of Delaware's low- and moderate-income homebuyers. In FY 2016-18 we will continue this work to expand access and affordability for Delaware homebuyers. We will expand the programs offered to better match homebuyer needs, price our products to increase affordability, increase our relationships with our partners, streamline operations to reduce barriers; expand marketing; and work with partners to increase homeownership education and financial literacy to build the next generation of successful homeowners.

Strategic Initiative: Homeownership Rehab Needs

A strategic initiative in DSHA's FY2013-2015 strategic plan was to improve the coordination of services and programs in Delaware to benefit the end user and use resources more efficiently. An area that quickly emerged as a priority was the provision of homeowner rehab services, where resources are scarce; needs are high; and policy issues such as tenure for manufactured home owners create policy challenges. In FY2016-2018, DSHA intends to work purposefully with our partners to assess needs, program and policy challenges, and formulate responses to these issues.

PRIORITY 2: Advance and Sustain Homeownership	
Objective 2.1: Strategic Initiative	Expand DSHA’s homeownership programs to improve access and affordability for Delaware homebuyers.
Strategies	<ul style="list-style-type: none"> • Launch new programs to better match homebuyer needs. • Price mortgage products to increase affordability for Delaware homebuyers. • Expand partner outreach within the lending and real estate communities and create production incentives. • Streamline product operations to reduce barriers to accessing mortgage products, including simplifying program regulations when possible, forms and intake processes. • Increase access to homeownership programs through marketing focused on increasing geographic distribution of production and improving DSHA homeownership web presence.
Measures	<ul style="list-style-type: none"> • New programs developed and their production • # Households assisted with HLP, SMAL, Advantage 4 and First Time Homebuyer Tax Credit

Objective 2.2: Strategic Initiative	Coordinate resources and systems to better address rehabilitation needs for homeowners.
Strategies	<ul style="list-style-type: none"> • Engage in an inventory and evaluation of existing rehab funding streams, delivery systems and programs. • Summarize and engage in community conversation about homeowner rehab needs and critical policy issues. • Coordinate internal funding streams (HDF, CDBG, HOME) and continue work with partners to coordinate with other streams (De-Lead, weatherization, and accessibility). • Evaluate needs and opportunities for a manufactured home replacement program or integration of replacement into existing programs. • Provide loans and grants via the Community Development Block Grant (CDBG), HOME and HDF for major rehabilitation, emergency repairs, and geographically focused rehab programs. • Provide Home Purchase Rehab loans to assist new homebuyers perform necessary rehab to the homes they purchase.
Measures	<ul style="list-style-type: none"> • Benchmarks to improve coordination of funding, coordination of services to homeowners, and program responsiveness to needs. • # of homeowners assisted with major and emergency repairs • # of homebuyers assisted with major rehab

PRIORITY 2: Advance and Sustain Homeownership	
Objective 2.3	Engage in foreclosure prevention and mitigation activities to reduce the number and impact of foreclosures on Delaware communities and households.
Strategies	<ul style="list-style-type: none"> • In partnership with Attorney General’s Office, continue to coordinate use of Mortgage Settlement funds and programs in Delaware. • Provide low-interest loans to assist homeowners at risk of foreclosure. • Review and pursue ongoing and sustainable funding opportunities for DEMAP. • Provide support for foreclosure prevention counseling via NFMC and state funding. • Administer Delaware’s Neighborhood Stabilization Program (NSP) with jurisdictions and nonprofit partners, providing resources, technical assistance, and monitoring.
Measures	<ul style="list-style-type: none"> • # of loans • # of foreclosed homes returned to active use • # of households receiving foreclosure prevention counseling • # of households avoiding foreclosure

PRIORITY 3: Promote inclusive, sustainable communities and effective systems to respond to housing needs.

This priority focuses on the community impacts of affordable housing activities, DSHA's role in Delaware's housing system, improving delivery of services, and affordable housing as a part of community planning and development. Within this priority, DSHA has identified two strategic initiatives, to:

1) Work with partners to ensure a balanced continuum of housing services to prevent and end homelessness in Delaware.

Delaware has been a leader nationally in systems change, with a highly functional statewide Homeless Management Information System (HMIS), early adoption of coordinated assessment (also called centralized intake), and emphasis on evidence-based interventions. Still, gaps and opportunities to improve our state's response to homelessness remain. Our goals are to help people avoid becoming homeless; but if they do, that their experience of homelessness is brief; and unlikely to reoccur. Leadership among the major funders, providers and partners is required to tackle these issues. DSHA will work with partners including the Homeless Planning Council and DICH to address the continuum of housing services, and identify and implement steps to address gaps.

2) Support strategic neighborhood revitalization, community and downtown development initiatives.

The impact of the foreclosure crisis and economic downturn on communities reinvigorated attention to community development needs in the state. From 2013-2015, DSHA has strived to prioritize community development in our existing programs and led the development of new efforts with the Downtown Development Districts and Strong Neighborhoods Housing Fund programs. There remains room to improve the coordination of efforts across departments and agencies, and a need for expanded funding to engage in this challenging and critical work to improve communities.

This priority also includes many ongoing programs and activities within DSHA:

3) Promote diverse, equitable, inclusive communities and fair housing choice in Delaware.

The Delaware State Consortium's *Analysis of Impediments to Fair Housing Choice*, released in 2011, comprehensively reviewed fair housing issues, needs and barriers in Delaware. Internally, with its own Fair Housing Plan, and externally, in partnership with other jurisdictions and community organizations, DSHA has worked and will continue to work to promote fair housing choice and affirmatively further fair housing in the state.

New federal rules on Affirmatively Furthering Fair Housing provide critical guidance on expectations and requirements. For HUD-funded jurisdictions, this Rule also lays out a new fair housing planning process, the Assessment of Fair Housing. In addition to continuing to address impediments to fair housing, DSHA will engage with partners and other jurisdictions in FY2016-2018 to conduct an Assessment of Fair Housing to inform future planning.

4) Support homelessness prevention and rapid rehousing activities, other services and housing for the homeless and those at risk of homelessness.

DSHA intends to continue its active participation in the Delaware Interagency Council on Homelessness, its support of the statewide Continuum of Care, HMIS and centralized intake systems, providing financing for housing for people who are homeless, and support shelters and services for

the homeless via the Emergency Solutions Grants (ESG) program. Homelessness prevention and rapid rehousing activities will also be supported via ESG and the HDF.

5) Maximize the use of the state's growth management framework to encourage affordable housing, via participation in and coordination with state and local planning activities.

DSHA will continue its activities to encourage local communities to include affordable housing strategies in their planning initiatives and provide technical assistance with these activities. This includes related publications, joint activities with partners such as the Office of State Planning Coordination, Delaware Chapter of the American Planning Association and University of Delaware Institute for Public Administration, and participation in state planning initiatives such as the Preliminary Land Use Service (PLUS) process and Complete Communities Initiative.

6) Engage in ongoing housing needs assessment and planning activities.

From FY 2016-2018, DSHA's major activity in this area will be the completion of a new Assessment of Fair Housing, related to item 3) above. On an ongoing basis, DSHA will continue its numerous activities in maintaining current statistics on housing and engaging with groups studying special topics.

Additionally, DSHA will strive to further improve the availability of local and DSHA information online, including housing needs and demographic data, geographic targeting for DSHA programs, program accomplishments, and the Delaware affordable rental housing preservation inventory. Finally, DSHA will continue its leadership of the delawarehousingsearch.org website and supporting partnerships.

Priority 3: Promote inclusive, sustainable communities and effective systems to address housing needs.	
Objective 3.1: Strategic Initiative	Work with partners to ensure a balanced continuum of housing services to prevent and end homelessness in Delaware.
Strategies	<ul style="list-style-type: none"> • Analyze system outcomes and gaps by convening a study group in partnership with the Homeless Planning Council of Delaware in FY2016. • With partners, re-build the Delaware Interagency Council on Homelessness (DICH), returning to its original focus on state policy and coordination in regards to homelessness. • Continue leadership of state challenge to end veteran homelessness and expected future challenges to end chronic, youth and family homelessness. • Continue to support the development of the new Continuum of Care Governing Body, Governance Board, and associated committees working on the management and improvement of Delaware’s homeless assistance system. • Support the continued development and improvement of Delaware’s centralized intake system as a critical tool to improve and assess system performance. • Support Delaware’s successful Continuum of Care as a complete and inclusive community planning system. • Support emergency shelters (ESG), rapid rehousing (ESG, HDF), and crisis alleviation services (HDF), and development/rehabilitation of facilities (HDF).
Measures	<ul style="list-style-type: none"> • Reaching a “functional zero” end to homelessness, meaning that the number of people homeless at any given time is small, their experience of homelessness is brief, and resources are available to rapidly exit to permanent housing. This may be targeted incrementally by accomplishing functional zero for targeted populations, such as veterans. • Households assisted with rapid re-housing and homelessness prevention • Emergency shelter beds supported • New permanent supportive housing supported by the HDF (dependent upon applications)

Objective 3.2: Strategic Initiative	Support strategic neighborhood revitalization, community and downtown development initiatives.
Strategies	<ul style="list-style-type: none"> • Work with state agencies and local jurisdictions to continue to develop and administer the Downtown Development Districts (DDD) program, including additional coordination with other incentives. • Provide funding for community development-oriented housing activities, including new construction and acquisition/rehab via HDF and Strong Neighborhoods Housing Fund (SNHF). • Review, analyze and update target geographies across DSHA programs. Explore program opportunities to address small rental project needs.

Priority 3: Promote inclusive, sustainable communities and effective systems to address housing needs.	
	<ul style="list-style-type: none"> • Support community development activities through CDBG. • Market and administer the Neighborhood Assistance Act (NAA) program to support qualified community initiatives.
Measures	<ul style="list-style-type: none"> • Assistance in Downtown Development Districts • NAA tax credits utilized and organizations assisted • Homes assisted with HDF and SNHF • CDBG assistance

Objective 3.3	Promote diverse, equitable, inclusive communities and fair housing choice in Delaware.
Strategies	<ul style="list-style-type: none"> • Maintain and update DSHA’s Fair Housing Plan and associated initiatives to promote fair housing choice and affirmatively further fair housing, including responses to the barriers identified in the Analysis of Impediments to Fair Housing Choice. • Continue our work with partners to implement regional activities to promote fair housing choice and affirmatively further fair housing. • Work with partners and other jurisdictions to conduct an initial Assessment of Fair Housing as required by the new HUD Affirmatively Further Fair Housing Final Rule.
Measures	<ul style="list-style-type: none"> • Impediments addressed • Assessment of Fair Housing conducted and new plan developed

Objective 3.4	Maximize the use of the State’s growth management frame work to encourage affordable housing, via state and local planning initiatives.
Strategies	<ul style="list-style-type: none"> • Provide outreach and technical assistance to local officials, planners and jurisdictions on affordable housing strategies, including workshops, publications, and the Affordable Housing Resource Center website. • Participate in state PLUS comment process and other state planning initiatives.
Measures	<ul style="list-style-type: none"> • Process benchmarks • Workshops held • Jurisdictions assisted

Objective 3.6	Engage in ongoing housing needs assessment and planning activities.
Strategies	<ul style="list-style-type: none"> • Supply up-to-date affordable housing information, statistics and research to the state, including special studies, fact sheets, and assistance with data requests. • Conduct new Assessment of Fair Housing (AFH). • Increase the interactive, online availability of DSHA program geographic targeting, program accomplishments, and local data such as the affordable rental housing inventory.
Measures	<ul style="list-style-type: none"> • Process benchmarks

PRIORITY 4: Manage for operational efficiency and long-term sustainability.

To ensure that DSHA can maintain and achieve our vision and mission, in FY 2011 DSHA embarked on an operational agenda to advance technology, focus on customer service, improve professional development, and strive for efficient organizational management. Each of DSHA's sections have identified and followed through on numerous improvements in all of these areas.

In this strategic plan, we are further refining all of these activities into a joint priority to manage for operational efficiency and long-term sustainability. Activities in this area include several strategic initiatives:

1) Financial Resiliency

As a self-sustaining public agency, DSHA must focus on long-term strategies for financial resiliency and ensure revenues rise to meet increasing costs and program demands. From FY 2016-2018, DSHA will implement strategies to increase program and investment income.

2) Human Resources

DSHA strives to employ a diverse, entrepreneurial and problem-solving staff, succeeding by promoting and rewarding creativity, leadership, and continued professional development. From FY 2016-2018, DSHA will continue its focus on professional development; succession planning; building a responsive workplace; and maintaining our status as a preferred Delaware employer and great place to work.

3) Technology

In recent years, DSHA has made numerous investments in technology, to maintain and improve our infrastructure as well as improve efficiency and communication. From FY 2016-2018, DSHA will continue these initiatives, particularly focusing on our internet presence, expanding paperless operations, and improving communication.

4) Organizational Management

Maintain DSHA's status as a highly efficient, stable organization with sustainable operations focused on efficiency and, where possible, self-sufficiency.

5) Marketing

We will continue to 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.

6) Customer Service

Be a true partner to our customers and Delawareans, responding to their needs with accessible, user-friendly services.

Performance Targets

Priorities and Objectives	Performance Measures	FY 2015 Goal	FY 2015 Actual	FY 13 – 15 Goal	FY 13 – 15 Actual	FY2016 Goal	FY 2016-2018 Target
HOMEOWNERSHIP PERFORMANCE MEASURES							
Assist first-time homebuyers	HLP Loans	1,000	604	3,000	1,815	750	2,250
	Homebuyers receiving down payment/settlement assistance (SMAL, Advantage 3/4)	500	512	1,500	1,528	525	1,500
	First time Homebuyer Tax Credit	150	522	n/a	660	500	1,500
Neighborhood Stabilization Program	Foreclosed homes brought back to active use(program proceeds only from 2015)	47	33	151	294	30	60
Foreclosure prevention counseling	Homeowners receiving counseling	1,000	722	3,300	2,874	750	2,000
Foreclosure prevention assistance	Homeowners receiving loans or grants and avoiding foreclosure (DEMAP, MHAP, WSTAP)	140	103	240	301	125	300
Homeowner rehabilitation	Homeowners Assisted – Major Rehab (HRLP, CDBG, HOME)	144	187	432	492	144	430
	Homeowners Assisted – Emergency Repairs (HDF)	250	125	750	535	175	525
RENTAL PERFORMANCE MEASURES							
Create and preserve affordable rental housing	Units created	125	182	375	332	125	375
	Units preserved	175	204	525	439	175	525
	Subsidy value preserved	\$2.5 M	\$4.1 M	\$3.7 M	\$9.7 M	\$2.5 M	\$7.5 M
	Leverage ratio for HDF funds	3:1	5:1	3:1	6.7:1	3:1	3:1
Project-based Section 8 Contract Administration	Units under contract administration	4,667	4,667	4,667	4,667	4,667	4,667
	% of contracts renewed	100%	100%	100%	100%	100%	100%
	Subsidy value preserved	\$8.1 M	\$4.06 M	\$16.2 M	\$23 M	\$3 M	\$9 M
Public Housing and Housing Choice Voucher Management	Public housing units managed	508	508	508	508	508	508
	Public housing occupancy	97%	97%	97%	95%	95%	95%
	Housing Choice Vouchers administered	905	905	905	905	905	905
	Housing Choice Voucher utilization	100%	97%	100%	97%	97%	97%
Moving to Work	MTW participants as % of assisted households	35%	24%	35%	23%	25%	25%
	Households moving from assisted to unassisted housing	45	41	135	145	45	135
	Households increasing income and reducing barriers	65	88	205	311	70	200
Rental Assistance for Special Populations	Annual Vouchers (SRAP, HOPWA, FUP) ⁷	750	731	1,000	731	750	1,000

Performance Targets

Priorities and Objectives	Performance Measures	FY 2015 Target	FY 2015 Actual	FY 13 – 15 Goal	FY 13 – 15 Actual	FY2016 Goal	FY 2016-2018 Target
COMMUNITY PERFORMANCE MEASURES							
Homeless Assistance and Rapid Rehousing	Emergency shelter beds assisted (ESG)	150	101	350	403	150	350
	Rapid Rehousing households assisted (ESG & HDF)	-	147	108	218	100	300
Supporting the Continuum of Care	DE Permanent Supportive housing inventory	-	775	-	-	825	850
	DE Units added	25	169	125	273	25	75
	Federal funds for homelessness awarded to DE	\$6.0 M	\$6.75 M	\$16.05 M	\$18.6 M	\$6.75 M	\$18 M
New Supportive Housing	New Supportive Housing units financed (HDF/NSP3)	10	21	30	31	10	30
Rental units for special populations/ELI households	% of newly financed rental units set-aside for SP/ELI	5%	12%	10%	10%	10%	10%
	% of newly financed LIHTC rental units fully accessible	12.0%	19.4%	12%	18%	15%	12.0%
Neighborhood Assistance Act	% of tax credits utilized	100%	100%	100%	100%	100%	100%
Community development homeownership	Homes assisted (HDF/Strong Neighborhoods)	75	62	75	96	25	75
Downtown Development Districts	Funds Allocated	\$7.0 M	\$5.6 M	\$7.0 M	\$5.6 M	\$8.5 M	\$21 M
	Funds Leveraged	\$28M	\$114 M	\$28M	\$114 M	\$34M	\$84 M

ENDNOTES

¹ U.S. Census Bureau, Housing Vacancy Survey

² National Low Income Housing Coalition (NLIHC), [Out of Reach 2014](#).

³ U.S. Department of Housing and Urban Development, [CPD Maps Reports](#)

⁴ Delaware State Housing Authority (DSHA), Delaware Housing Needs Assessment 2015-2020

⁵ Median home prices from Trend MLS for New Castle and Kent Counties, Sussex County Association of REALTORS® for Sussex County.

⁶ Foreclosure filings and sheriff sales data are available at the [Delaware Homeowner Relief](#) website's data page.

⁷ Actual for this measure is a snapshot of existing vouchers leased and issued as of June 30. Target for this measure is number of vouchers managed – an estimate of the vouchers available based on program budget authority.