

MISSION

The statutory mission of the Delaware State Housing Authority (DSHA), under Title 31, Chapter 40, is to efficiently provide, and to assist others to provide, quality affordable housing opportunities and appropriate supportive services to responsible low- and moderate-income Delawareans.

High-quality housing affordable to households at a variety of income levels and related services is a fundamental part of a thriving state economy and 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.

CORE SERVICES

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

- **Homeownership:** Assist low- and moderate- income (up to 115 percent of median family income) Delawareans in becoming homeowners and maintaining their homes.
- **Rental Housing:** Provide affordable rental housing assistance benefiting low-income (up to 80 percent of median family 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:

- Issues tax-exempt bonds to create below-market rate mortgages for low- to moderate-income homebuyers and second mortgage assistance loans;
- 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 including the Delaware Emergency Mortgage Assistance Program (DEMAP);
- Provides loans and grants to bring single-family homes up to code; and
- Administers federal subsidy contracts and compliance monitoring for 4,467 rental units statewide.

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

- Participates in the Moving To Work demonstration, which time limits subsidy benefits and promotes self-sufficiency for our clients;
- Owns and operates 10 public housing sites; and
- Manages \$6.5 million in federal subsidy through approximately 900 Housing Choice Vouchers.

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

- Conducts the statewide housing needs assessment and Consolidated Plan;
- Administers federal/state programs such as HOME, Community Development Block Grant, Emergency Shelter Grants Program, and the Housing Development Fund; and
- Manages the Neighborhood Stabilization Program and other federal housing stimulus programs.

VISION FOR DSHA

The Delaware State Housing Authority 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.

Many aspects of this vision are already a reality. To ensure that DSHA can maintain and achieve this vision, we are embarking on an operational agenda to:

- **Advance Technology:** To be as efficient as possible, implementing cutting edge and innovative solutions to working with partners, customers, and sharing and storing information;
- **Customer Service:** To be a true partner to our customers and Delawareans; with accessible, user-friendly services responsive to their needs;
- **Professional Development:** To employ a diverse, entrepreneurial and problem-solving staff, succeeding by promoting and rewarding creativity, leadership, and continued training;
- **Organizational Management:** To maintain DSHA's status as a highly efficient, stable organization with sustainable operations focused on efficiency and, where possible, self-sufficiency;

To focus our work, resources and energies in the coming two years, DSHA has identified the following **Core Business Priorities** for FY 2011 and 2012:

Rental Housing

- To preserve the affordability and condition of Delaware's existing affordable housing stock.
- To review and modify DSHA's Moving to Work program to ensure continued program success.
- To develop a state rental assistance program to address needs of extremely low-income and special needs populations.

Homeownership

- To reduce the impact of the foreclosure crisis on Delaware's households and communities.
- To support low- and moderate-income households to become first time homebuyers.

These priority items exist within DSHA's broader five-year strategic plan for FY 2009 – 2013, which encompasses strategies and objectives for the full range of DSHA's activities.

In addition, DSHA has identified the following areas where it is **Exploring New Opportunities**:

Rental Housing

- To explore and employ creative multifamily financing strategies.
- To investigate opportunities through HUD's new Transforming Rental Assistance (TRA) program.

Homeownership

- To review homeownership rehabilitation programs for coordination and increased production.
- To explore needs, markets and new homeownership program opportunities.

DSHA Five-Year Strategic Plan FY 2009 – 2013

FY 2011 & 2012 Summary

Advancing & Sustaining Homeownership	Affordable Rental Housing	Operational Efficiency and Sustainability
<p>Strengthen communities and promote asset development by supporting Delaware families to achieve and sustain homeownership.</p>	<p>Preserve and expand Delaware’s stock of affordable rental housing and provide rental housing assistance to low-income households.</p>	<p>Ensure efficiency, responsiveness to needs, and long-term sustainability of DSHA’s operations.</p>
<p><u>New Homeowners</u></p> <ol style="list-style-type: none"> 1) DSHA will support first-time homebuyers with below-market mortgage financing (<i>FY 2011: 1000; FY 2012: 1000</i>) and downpayment, settlement and other assistance (<i>FY 2011: 535; FY 2012: 535</i>) and institute expanded marketing to support these programs. 2) In FY 2011, DSHA will explore several new potential programs, including an affordability gap program, acquisition/rehab program, and in FY 2012, evaluate its services for seniors and potential programs for energy efficiency. 3) DSHA will assist first-time homebuyers to achieve successful homeownership with homeownership counseling (<i>FY 2011: 380; FY 2012: 380</i>). <p><u>Foreclosure Prevention & Recovery</u></p> <ol style="list-style-type: none"> 4) DSHA will provide statewide leadership and coordination for the state’s foreclosure prevention and mitigation activities, including: <ol style="list-style-type: none"> a) Bringing foreclosed-upon homes back to active use annually through the Neighborhood Stabilization Program 1 & 2 (<i>FY 2011: 50; FY 2012: 80</i>); b) Ongoing outreach and education initiatives, including data collection, analysis, and deforeclosurehelp.org; c) Assisting households at risk with DEMAP loans (<i>FY 2011: 70; FY 2012: 70</i>) and HGAP assistance to prevent foreclosure d) Providing foreclosure prevention counseling through the NFMC and capacity grant programs, as funds are available, to households in default (<i>FY 2011: 500</i>). 5) In FY 2011, DSHA will evaluate its foreclosure prevention programs, outcomes and strategies. <p><u>Rehabilitation</u></p> <ol style="list-style-type: none"> 6) DSHA will assist households with emergency repairs (<i>FY 2011: 250; FY 2012: 250</i>) and major rehabilitation (<i>FY 2010: 162; FY 2011: 144</i>). 7) In FY 2011, DSHA will review its homeownership rehab programs, their relationships to other programs, needs, and necessary and available resources. 	<p><u>Preservation of Existing Affordable Rental Housing</u></p> <ol style="list-style-type: none"> 1) DSHA will complete its multi-year preservation program with the refinancing/rehabilitation of distressed sites (<i>FY 2011: estimated 5 sites, 350 units; FY 2012: 175 units</i>). 2) 100% of Project-based Section 8 contracts set to expire in FY 2011 & 2012 will be renewed. DSHA will conduct compliance monitoring for over 6,000 LIHTC and DSHA-financed units, including 65 annual audit reviews and 86 inspections. 3) DSHA will complete its inventory of Delaware’s preservation needs and risks (<i>FY 2011</i>), prepare (<i>FY 2011</i>) and implement (<i>FY 2012</i>) a statewide preservation strategy including identifying resources and partnerships. <p><u>Affordable Rental Housing for Low-Income Households</u></p> <ol style="list-style-type: none"> 4) DSHA’s Housing Choice Voucher program will maintain a utilization rate of at least 95% and public housing occupancy and rent collection rates will remain at or above 98%. 5) DSHA will complete its review of and modifications to the Moving to Work program to increase participation and ensure continued success. 45 households are expected to move from assisted to unassisted housing annually. <p><u>Preventing and Addressing Homelessness</u></p> <ol style="list-style-type: none"> 6) DSHA will provide rental assistance to households at risk of homelessness (<i>FY 2011: 95; FY 2012: 30</i>), operational assistance to emergency shelters (<i>FY 2011: 150 beds; FY 2012: 150 beds</i>), support to the state’s Continuum of Care, and homelessness prevention and rapid rehousing assistance to households (<i>FY 2011: 400</i>). 7) In FY 2011, DSHA will develop and secure resources for a new statewide rental assistance program to provide vouchers for 300 households/individuals with special needs starting in FY 2012. <p><u>Creative Multifamily Financing Strategies</u></p> <ol style="list-style-type: none"> 8) DSHA will explore multifamily bond issuances and first position lending as resources for preservation as well as new construction, and consider establishing a rehab loan program within the HDF to address preservation rehab needs. 	<p><u>Use of Technology</u></p> <ol style="list-style-type: none"> 1) In FY 2011, DSHA will continue to expand use of digital records retention agency-wide and establish an off-site disaster recovery facility. 2) In FY 2011, DSHA will complete the year-long process begun in FY 2010 to redesign and update its website. 3) DSHA will ensure full use of its core software MITAS with our partners for maximum efficiency in housing finance and LIHTC/HDF compliance monitoring. <p><u>Customer Service</u></p> <ol style="list-style-type: none"> 4) In FY 2011, DSHA will complete implementation of an agency-wide system to track constituent contacts and begin enhancements to its online Housing Locator. 5) In FY 2011, DSHA will review and evaluate its administrative interactions and relationships with housing counseling agencies. 6) In FY 2011 and 2012, DSHA will evaluate its marketing strategies, create and implement an updated agency message, and engage in associated outreach/awareness campaigns. <p><u>Professional Development</u></p> <ol style="list-style-type: none"> 7) In FY 2011, DSHA will continue implementation of ABRA human resources management software and automation of HR functions. 8) DSHA will establish a framework for succession planning (<i>FY 2011</i>) and institute a formal professional development program (<i>FY 2012</i>). 9) In FY 2011, DSHA will conduct internal and external compensation reviews. <p><u>Organizational Management</u></p> <ol style="list-style-type: none"> 10) In FYs 2011 and 2012, DSHA will continue to pursue appropriate General Fund investments. 11) DSHA will pursue improvements to reduce energy use by 10% in its offices (<i>FY 2011</i>). 12) In FY 2011, DSHA will establish real time reporting of program balances.