

Housing Authority of the City of Tulsa (THA)

Strategic Plan

2017

Mission Statement: *THA's mission is to be a leading Public Housing Agency that enhances the quality of life in Tulsa through the efforts of a professional, caring, and responsive staff and Board.*

Suggested THA strategic goals:

- A. Increase and provide sustainable, affordable housing/ become premier provider
- B. Improve self-sufficiency for residents
- C. Strengthen THA'S organizational capacity/ advance workforce development and performance
- D. Strengthen relations with key community constituencies
- E. Assist in the improvement and development of Tulsa's urban core and neighborhoods
- F. Strengthen THA's finances

Identified Tasks to Achieve Each Goal:

- A. For goal (A), increase and provide sustainable, affordable housing, the tasks are: (1) retain high-performer status; (2) apply for portfolio conversion under Rental Assistance Demonstration (RAD); (3) recapture any unused Faircloth Amendment Section 9 subsidized very low-income housing units; (4) build new workforce/market housing after RAD conversion using HUD insured Mortgage program; (5) identify aging public housing sites requiring recapitalization and begin master planning; (6) prioritize affordable housing in Consolidated Plan and Community Development Programs; and (7) support any City of Tulsa affordable housing programs; aggressively pursue opportunities to increase affordable housing options (Choice Neighborhoods); (8) maximize section 8 contract authority and explore options of placing vouchers into other higher income areas; (9) improve resident retention.

- B.** For goal (B), improve self-sufficiency for our residents, the task are: (1) pursue all Federal grant opportunities; (2) establish Public-Private partnership for resident opportunities; (3) enhance/bolster resident intern program; (4) improve resident business opportunity and employment and establish an THA Fund to support resident opportunity; (5) stabilize the Family Self Sufficiency (FSS) Program; (6) empower Resident Associations; (7) increase early education opportunities for children living in THA properties.
- C.** For goal (C), strengthen THA's organizational capacity and advance workforce development and performance, the tasks are: (1) improve employee's knowledge, skills, and abilities; (2) recruit, select and retain the right people with the right skills in the right job; (3) improve staff communication and capacity; (4) establish a award program for employees; (5) maintain competitive employee compensation along with opportunities to advance within THA.
- D.** For goal (D), strengthen relations with key community constituencies, the task are: (1) to reach out to and collaborate with HUD, State of Oklahoma, Mayor's office and Council, National non-profits, local non-profits; (2) to restructure website and establish a robust social media presence; (3) to improve THA's brand identity.
- E.** For goal (E), assist in the improvement and development of Tulsa's urban core and neighborhoods, the task are: (1) implement place based strategy for Federal grant programs; (2) support development and redevelopment in collaboration with the City of Tulsa(Mayor, Council, TDA, INCOG); assist with, and promote, development activities in the city.
- F.** For Goal (F), strengthen THA's finances, the task are: (1) enhance internal controls; (2) grow revenue while controlling operational expense; (3) decrease dependency on HUD subsidy; (4) create a Board controlled strategic reserve; and (5) move to property management financial model and leave behind the public housing management model.