



Housing Authority of the City of Tulsa (THA)

Strategic Plan

2021

Mission Statement: *Creating a better Tulsa by transforming lives and communities.*

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) maintain at least a 95% occupancy across the portfolio; (2) continue phase II of the portfolio RAD conversions; (3) evaluate 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) start implementing the Envision Comanche Masterplan that was adopted; (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 taking advantage of the new 4% floor for LIHTC units; (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 tasks are: (1) pursue all Federal grant opportunities; (2) establish Public-Private partnership for resident opportunities; (3) enhance/bolster resident intern program; (4) implement and support

THA's Building Our Future Micro-Grant program for residents; (5) stabilize the Family Self Sufficiency (FSS) Program; (6) empower Resident Associations.

- 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 tasks 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) continue to build upon THA's social media presence; (3) continue the momentum and goodwill of THA's brand publicly.
- E.** For goal (E), assist in the improvement and development of Tulsa's urban core and neighborhoods, the tasks 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 tasks are: (1) enhance internal controls; (2) grow revenue while controlling operational expense; (3) decrease dependency on HUD subsidy through development activities and developer fee earned; (4) continue the move to property management financial model and leave behind the public housing management model.