



THA Central Office
415 East Independence, Tulsa, OK
April 9, 2026
10:30 AM Central Time
Regular Meeting

BOARD OF COMMISSIONERS AGENDA

1. Announcement of Filing of Meeting Notice and Posting of Agenda in Accordance with the Open Meeting Act
2. Call to Order
3. Roll Call to Establish Quorum
4. Reading and Proposed Approval of the Minutes from February 5, 2026, Board of Commissioners Special Meeting
5. Presentation of FSS Graduates
6. Budget Audit Committee Update
7. Candor Presentation

PUBLIC HEARING

8. Introduction of the Housing Authority of the City of Tulsa's FY 2026 Annual Plan Significant Amendment

REGULAR MEETING

9. Proposed Consideration, Discussion and/or Possible Action on Resolution No.; 3804 Approving the Housing Authority of the City of Tulsa's FY 2026 Annual Plan Significant Amendment
10. Proposed Consideration, Discussion and/or Possible Action on Resolution No.; 3805 Resolution of The Housing Authority of The City Of Tulsa (The "Authority") Authorizing Loans, Agreements and Related Transaction Documents and The Taking of Any Other Action That Is Necessary or Desirable for The Development of the Enclave At 36N (The "Project")
11. CEO Update
12. Unfinished Business
 - a. None
13. Proposed New Business
 - a. Any Matter not known about or which could not have been Reasonably Foreseen Prior to the Posting of the Agenda

14. Public Comments

Members of the public will have the opportunity to address the Board during this time. Comments are limited to three (3) minutes per speaker and must relate to items listed on the agenda. Members of the public wishing to speak during Public Comment are asked to sign in prior to the start of the meeting.

15. Adjournment



Hello, Tulsa Housing Authority.

We're excited to share how we can best work together.



Hello, Tulsa Housing Authority—

Thank you for the opportunity to partner with you at this important moment in your organization's history.

Tulsa Housing Authority (THA) plays a critical role in our communities—both as a provider of safe, affordable housing and as a leader in neighborhood development and long-term community stability. As THA continues its growth as Oklahoma's largest affordable housing developer, a strategic rename and refreshed identity can more clearly reflect the breadth and impact of your work.

We understand this effort must be handled with care. Your organization operates within a complex environment—balancing board leadership, residents, partners and community perception. Our approach is designed to be **collaborative, efficient and grounded in real stakeholder input**, ensuring the final recommendation reflects both internal alignment and external credibility.

We have team members on the ground in Tulsa with deep experience supporting mission-driven and community-focused organizations. We bring a practical, senior-led model that prioritizes **clarity, accountability and smart use of resources**. We will not overcomplicate the process. Instead, we will focus on what matters most: listening carefully, identifying opportunity within the competitive and civic landscape, and delivering a name and brand identity that communicates confidence, stability and forward momentum.

This is not about reinventing THA. It is about articulating, with precision and confidence, who you are today and where you are headed.

If given the opportunity, we are committed to delivering work that strengthens public understanding, supports internal pride and positions THA for its next chapter of growth and impact.

We look forward to the opportunity to work alongside you.

— The Candor Team



About Candor

Founded in 2012, Candor is known for delivering candid counsel, fostering an enviable company culture and achieving standout results. We produce creative strategies to cut through the noise, exceed expectations and **change perceptions**. Clients trust us to deliver exactly what we promise: tangible outcomes and measurable growth. We value ideas, celebrate wins and support each other at every step — making Candor a place where people truly thrive.

Candor is 30 strong in Oklahoma, with a presence in both Oklahoma City and Tulsa.



Candor gets results.

We collaborate with you on the best strategy to ensure a strong return on your investment.

- 01 Advertising
- 02 Creative + Content
- 03 Social + Influencer
- 04 Brand
- 05 Public Relations



Agency of the Year
PRSA-OKC



Best in Show
PRSA-OKC &
PRSA-Tulsa



Honorable Mention,
Best in Public Sector
PRWeek Awards



#8 Fastest-Growing Agency,
#2 among Midwest Agencies
ADWEEK



Finalist, Outstanding Small
Agency
PRWeek Awards



Award of Excellence,
Marketing Campaign
AMA-OKC



Best Meme & Best Use
of Facebook
Innovation SABRE Award



The Ask



What we heard from you:

Brand Challenges

- Breadth of operations, including housing development, is not reflected in current branding
- Name carries outdated historical associations not reflective of current values
- Potential negative perceptions and/or limited understanding of housing authorities

Comms Challenges

- THA team is small and "too close to the work"
- Cautious about any single stakeholders having too much ownership in rename/rebrand

Why Now

- THA has become the largest developer of affordable housing in the state
- Last stakeholder research was completed in 2018 + new board leadership





What we propose:

1. Discovery & Research

- **Landscape analysis** to assess trends and opportunities within the housing and community development sector
- **Stakeholder interviews** with residents in THA properties, THA leadership and key partners

2. Brand Name & Identity Development

- **Presenting** the final recommended name to leadership with rationale and justification for positioning
- **Preliminary trademark screening**
- **URL and social media handle** availability review

3. Brand Execution

- **A refined brand identity**, including primary and secondary logo designs, curated color palette and typography system
- **Branded templates** for presentations, email signatures and virtual meeting backgrounds
- **One-page guidelines** for logo usage and brand consistency



Our Approach



Brand Foundation Building

A strong public-facing brand is not about reinvention, it's about clarity.

For organizations like Tulsa Housing Authority, a brand must do more than look modern. It must clearly communicate purpose, reflect operational strength and build trust with residents, partners, board members and the broader community.

At Candor, we approach brand work with a practical lens. **We will focus on:**

- Ensuring your name and identity reflect the full scope of your work today.
- Clarifying your role within Tulsa's housing and community development ecosystem.
- Aligning internal leadership around a shared narrative.
- Creating visual and verbal tools that are easy to implement and sustain.

We understand that public agencies operate within complex environments and limited resources. Our senior-led model keeps the process focused, efficient and grounded in real stakeholder input — avoiding unnecessary layers while ensuring thoughtful, defensible recommendations.



Brand Strategy

We believe a brand strategy's strength lies in how well its core audiences connect with, relate to and see themselves in it. In other words, a **brand is only as good as it is delivered and received**. When building brands, we must consider both inside-out and outside-in factors.



Inside-Out

- What's happening from an organizational standpoint?
- What are the vision, mission and values of the organization?
- What is most important/meaningful to the organization and its employees?
- What assets exist to best serve your audience?



Outside-In

- What's happening in our culture?
- What motivates your audience? What do they value most?
- What's their mindset when interacting with the organization?
- What problem does THA solve for them?
- What's missing in their lives?
- What are others in this space doing, and where is there room to stand apart?



Proposed Project Plan



Discovery & Research

In this foundational stage, we will analyze available information, gather insights and gain an in-depth understanding of THA's current state and aspirations for the brand.

Activities:

In-depth discovery, to include reviewing:

- THA history, successes and failures
- THA offerings, positioning and acceptance/engagement of each among stakeholders
- THA organizational goals and strategies
- Existing brand strategy and communication materials
- Existing data and audience information

Reviewing 3-4 primary peer organizations

Reviewing strategic landscape

Up to 15 stakeholder interviews to understand current state of the organization, the brand and what is/isn't currently working:

- 5 THA property residents
- 5 THA leaders
- 5 other key partners

The final deliverable is a findings report summarizing insights and learnings gained.



Brand Name & Identity Development

We will use the learnings gained in the Discovery & Research phase to inform the brand name and identity recommendations. These recommendations will be grounded in our learnings and insights, as well as THA's previously conducted research and knowledge of the market and audiences.

Activities:

- Developing 2-3 brand concepts to include brand name and core identity elements including logo, fonts, typography, and other potential visual treatments
- Demonstrating concepts against PowerPoint templates, email signature and virtual meeting backgrounds
- Screening preliminary trademarks
- Reviewing URL and social media handle availability

Final deliverables are an approved brand name and identity (name, logo, colors, fonts, etc.).



Brand Execution

In this phase, we will execute the requested materials by applying THA's approved name and identity elements.

Activities:

- Creating visual identity brand guidelines
- Developing a PowerPoint file containing up to ten (10) page templates
- Developing virtual meeting backgrounds to be used in Microsoft Teams and Zoom
- Developing updated brand email signature

Final deliverables are a fully executed and branded PowerPoint template, virtual meeting background, email signature and brand guidelines.





Andrea Zimmerman
Head of Brand Strategy

Andrea has over 25 years of strategy experience in advertising, design and brand development, from startups to enterprise organizations. Passionate about creating brands that connect with their audiences in the most meaningful ways, Andrea is always looking for insights to help elevate brands to the next level and from the ground up. She helps redefine and reposition brands to create greater relevance and growth.



Morgan Phillips
Account Lead

Morgan is a lifelong Tulsan with nearly 20 years of experience in public relations, marketing, journalism and nonprofit leadership. An award-winning writer, she has spent her career spotlighting impactful people, businesses and community organizations. She recently led client work in support of affordable housing initiatives in Oklahoma City. Morgan sits on the boards of several local nonprofits, including Global Gardens and the Tulsa chapter of the Public Relations Society of America.



Sam Howard
Designer

Sam has spent nearly a decade as a graphic designer, honing his expertise in branding, typography, layout design and illustration. This Tulsa transplant is dedicated to continuous improvement as a creative, always seeking opportunities to solve problems and develop innovative concepts for clients. Whether he's building a campaign that led to a 20% increase in flu vaccinations or designing a website for a nonprofit that supports historical preservation, Sam's sweet spot is creating work that impacts people and communities.



Timing & Pricing



Project Timeline

THA's Rename/Rebrand will be completed over an estimated 12-16 weeks, allowing time for thorough discovery, thoughtful name development and validation, and the design and delivery of a cohesive brand identity system.



Project Phases	Description	Budget
1: Discovery & Research	<ul style="list-style-type: none"> Reviewing THA and third-party information, including organization history, offerings, goals, strategies, existing communication materials, available data and audience information Reviewing 3-4 peer organizations and review of the strategic landscape Conducting up to 15 stakeholder interviews <p>Final deliverable: Findings report summarizing all insights</p>	\$15,000
2: Brand Name & Identity Development	<ul style="list-style-type: none"> Developing 2-3 brand concepts to include brand name and core identity elements, such as logo, fonts, typography and other potential visual treatments Demonstrating concepts against PowerPoint templates, email signature and virtual meeting backgrounds Screening for preliminary trademarks Reviewing URL and social media handle availability <p>Final deliverables: Approved brand name and identity (name, logo, colors, fonts, etc.)</p>	\$20,000
3. Brand Execution	<ul style="list-style-type: none"> Creating visual identity brand guidelines Developing PowerPoint file containing up to ten (10) page templates Developing virtual meeting backgrounds for Microsoft Teams and Zoom Developing updated brand email signature <p>Final deliverables: Fully executed and branded PowerPoint template, virtual meeting background, email signature and brand guidelines</p>	\$14,000
Sub-Total:		\$49,000



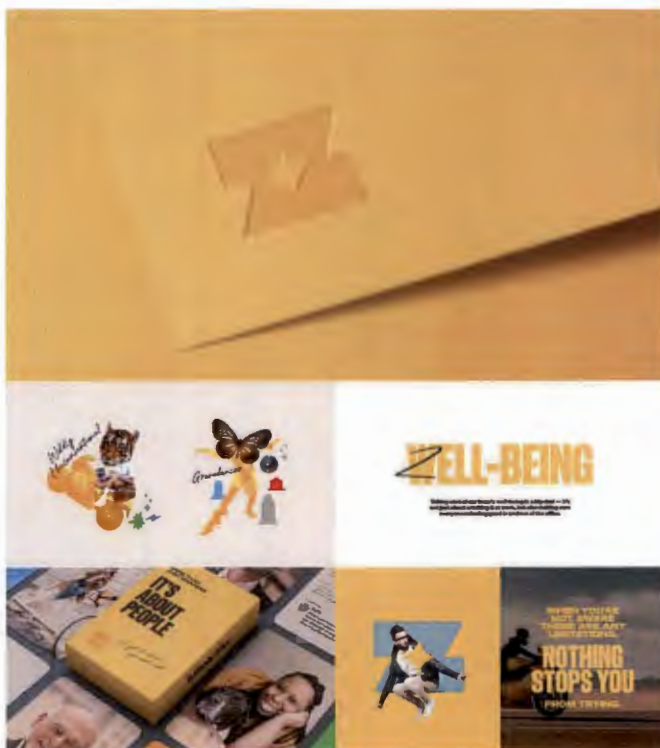
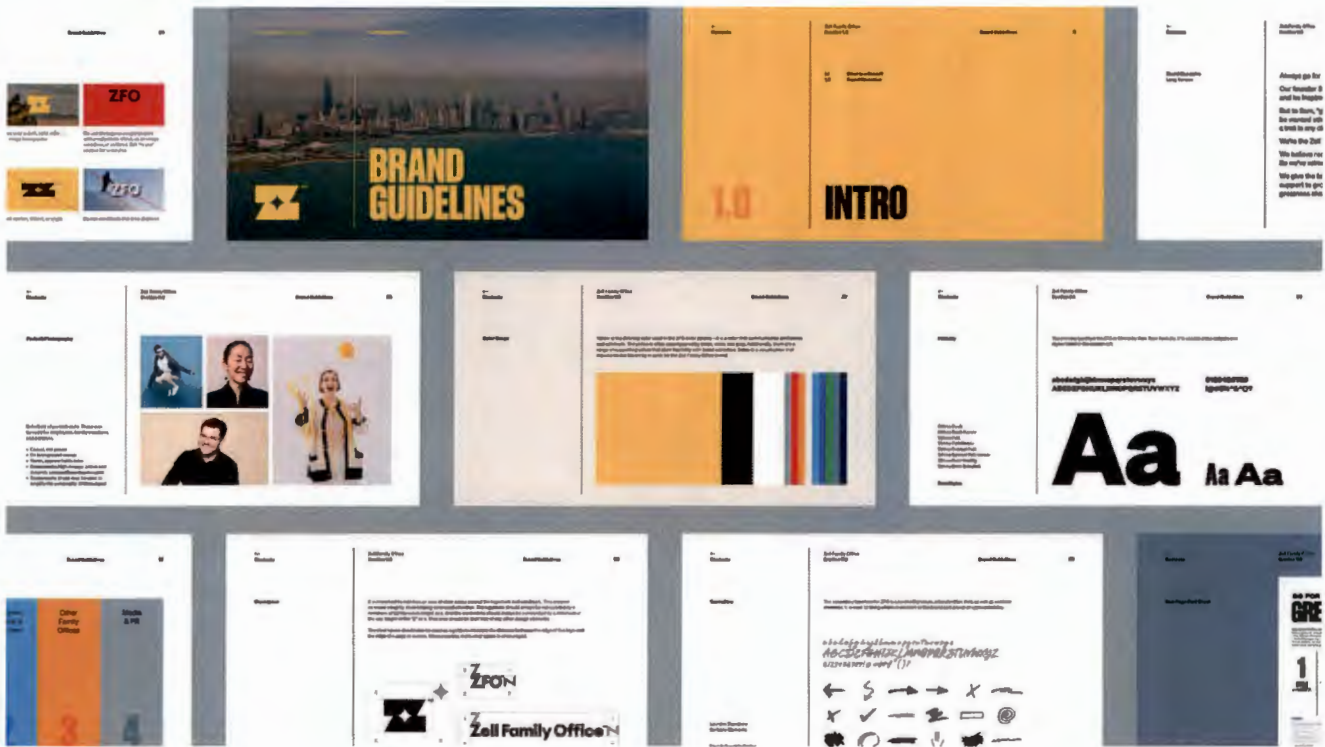
Brand Work Samples



CASE STUDY

Zell Family Office

Setting a new standard for family offices.



Results

The Zell Family Office is a financial and human capital management office founded by Sam Zell, an American billionaire businessman and philanthropist primarily engaged in real estate investment.

Candor helped reimagine what a family office can be for ZFO by crafting their brand positioning and identity, executing all brand photography and finding special moments to activate the new brand with key audiences.

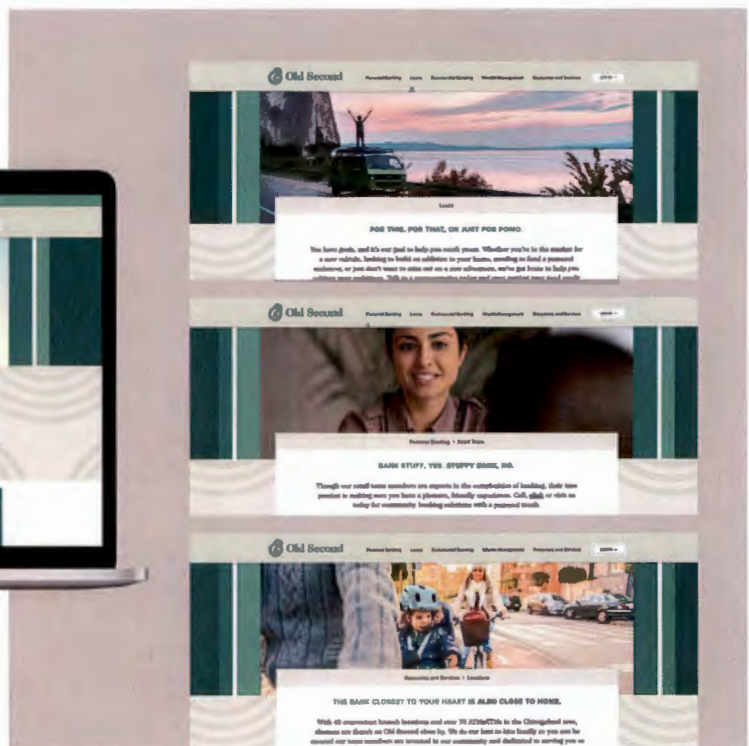
Our successful brand transformation for the Zell Family Office led to ongoing collaborations, including additional brand strategy efforts across the organization, public relations, collateral design, photoshoots and a website redesign.

CASE STUDY

Old Second Bank

Modernizing a 150-year-old community bank brand for record growth.

Old Second





Results

Old Second Bank engaged Candor as a strategic partner to facilitate a comprehensive brand redesign and campaign development.

Using "unwaveringly human" as a North Star, Candor helped Old Second develop its brand strategy, personality, tone and identity system, as well as a comprehensive set of materials to support each core business lines.

+12 pts

Increase in employee engagement year-over-year

10%

Average increase in leads month-over-month



CASE STUDY

Phase 2

Clarifying the bold identity for a software engineering partner.



This is the next phase.

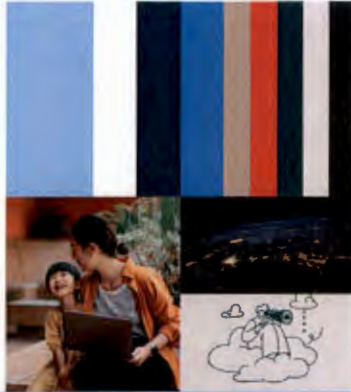
Built with you.
Backed by a team
who cares.

Businesses were promised the future, nothing less. A new age where technology would make them more powerful and efficient than ever. But in the race to push technology forward, what got left behind was what worked best of all: People working together. Well, we're bringing it back.

Phase 2 Library System

One login. Every library service.
Built for now — and what's next.

See Case Study →



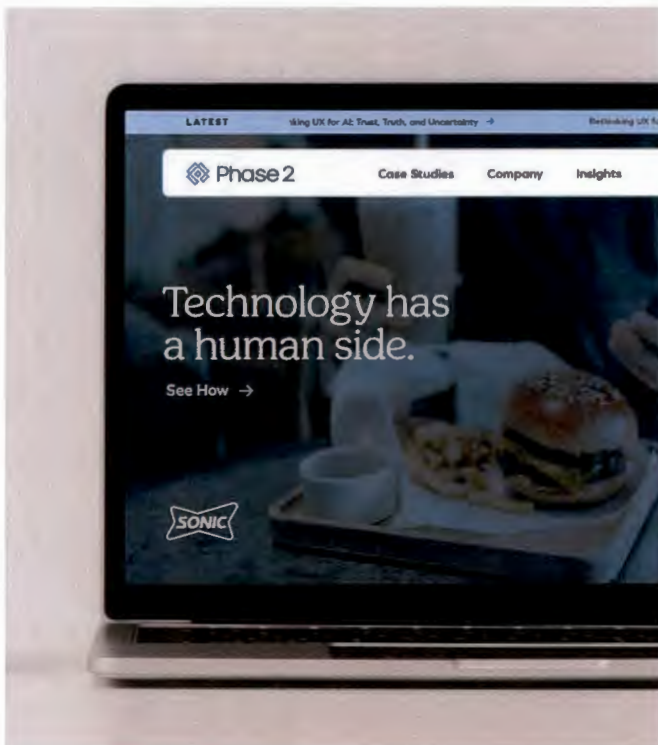
Results

As Oklahoma-based software engineering company Phase 2 evolved — embracing new technologies like AI and transitioning to employee ownership — it needed a brand that could reflect its credibility, character and capabilities. Through collaborative workshops, audience research and executive alignment, Candor uncovered a unique brand strategy that honored Phase 2's heritage and culture while charting a bold path forward.

We delivered a clear and confident positioning around real-world reliability, a new category identity, messaging pillars tailored to both talent and client audiences, and a verbal and visual system that reflects Phase 2's people-first, problem-solving culture.

Phase 2

- Puzzle / Piece**
Connecting the dots
Navigating ambiguity
Problem solving
- Bullseye**
Focus
Precision
Results
- Tilted Hidden P**
Visionary (because
negative space forms
a P not immediately
recognizable to all)



OUR APPROACH

Engineering brilliance is people-powered.

Building what's next takes more than just code. It takes ideas. At Phase 2, we start with meaningful conversations that ground every decision. Our process is open, human and designed to work with you, not around you.

- 01 Measure
- 02 Design
- 03 Develop
- 04 Deploy
- 05 Direct


Phase 2



“Candor has a unique and valuable ability to get shoulder-to-shoulder with us. They deeply understand what matters to our business and executive teams and dramatically improve our standing in the market.”

P2 PHASE 2 | Heath Clinton, CEO

“Candor is an excellent partner for nonprofits. They’ve elevated our content and earned media presence by helping us tell our story more effectively — amplifying our mission to a broader audience for community support.”

 **BOYS & GIRLS CLUBS**
OF OKLAHOMA COUNTY | Teena Belcik, President & CEO



Thank you.

If given this opportunity, no agency will work harder and smarter than Candor.





RESOLUTION NO.3804

**APPROVING THE HOUSING AUTHORITY OF THE CITY OF TULSA'S FY 2026
ANNUAL PLAN SIGNIFICANT AMENDMENT**

WHEREAS, the Housing Authority of the City of Tulsa's 2026 Annual Plan was prepared to comply with the statutory requirements pursuant to 24 CFR 903.17 and pursuant to the Quality Housing and Responsibility Act of 1998 511.5A (a) and was originally approved by the Housing Authority of the City of Tulsa's Board of Commissioners on October 23, 2025, and

WHEREAS, the Housing Authority of the City of Tulsa has changed the funding make-up of the Hewgley Terrace RAD conversion subsidy. In accordance with PIH Notice 2024-40, the transaction will utilize the RAD/Section 18 Small PHA Blend, with 90% of units converted under Section 18 to PBRA and the remaining 10% converted under RAD. This presents a change from the original approach, which did not include use of the Small PHA Blend. As a result, the Annual Plan has been revised to reflect this change.

THEREFORE, BE IT RESOLVED, that the Board of Commissioners of the Housing Authority of the City of Tulsa approves the Revised FY 2026 Annual Plan for submission to the U.S. Department of Housing and Urban Development

Resolution 3804 – Summary

The Annual Plan is a requirement of the U.S. Department of Housing and Urban Development and outlines THA's policies, programs, and planned activities for the year. It ensures transparency and communicates how the agency will operate and manage its public housing portfolio.

When a significant change occurs, particularly one affecting funding or property structure, HUD requires a Significant Amendment to the Annual Plan, along with a public notice and resident comment period.

THA's 2026 Annual Plan originally anticipated converting Hewgley Terrace through the Rental Assistance Demonstration (RAD) program using PBRA subsidy. During HUD's review, it was determined the property qualifies for the RAD/Section 18 Small PHA Blend (90/10) under PIH Notice 2024-40. This allows 90% of units to convert under Section 18 and 10% under RAD, resulting in an increase of more than \$350,000 in annual rental revenue.

All required resident notification steps have been completed, including public notice and a resident meeting. No comments or objections were received.

This amendment reflects the only change to the 2026 Annual Plan to date.

Proposed Change:

Hewgley Terrace will proceed with an operational ("straight") RAD conversion to PBRA subsidy. In accordance with PIH Notice 2024-40, the transaction will utilize the RAD/Section 18 Small PHA Blend, with 90% of units converted under Section 18 to PBRA and the remaining 10% converted under RAD. This represents a change from THA's original approach, which did not include use of the Small PHA Blend.

Streamlined Annual PHA Plan (Small PHAs)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires: 03/31/2024
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Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, including changes to these policies, and informs HUD, families served by the PHA, and members of the public of the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low-income families.

Applicability. The Form HUD-50075-SM is to be completed annually by **Small PHAs**. PHAs that meet the definition of a Standard PHA, Troubled PHA, High Performer PHA, HCV-Only PHA or Qualified PHA do not need to submit this form.

Definitions.

- (1) **High-Performer PHA** – A PHA that owns or manages more than 550 combined public housing units and housing choice vouchers, and was designated as a high performer on both the most recent Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) assessments if administering both programs, or PHAS if only administering public housing.
- (2) **Small PHA** - A PHA that is not designated as PHAS or SEMAP troubled, that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceed 550.
- (3) **Housing Choice Voucher (HCV) Only PHA** - A PHA that administers more than 550 HCVs, was not designated as troubled in its most recent SEMAP assessment and does not own or manage public housing.
- (4) **Standard PHA** - A PHA that owns or manages 250 or more public housing units and any number of vouchers where the total combined units exceed 550, and that was designated as a standard performer in the most recent PHAS or SEMAP assessments.
- (5) **Troubled PHA** - A PHA that achieves an overall PHAS or SEMAP score of less than 60 percent.
- (6) **Qualified PHA** - A PHA with 550 or fewer public housing dwelling units and/or housing choice vouchers combined and is not PHAS or SEMAP troubled.

A. PHA Information.

A.1 PHA Name: Housing Authority of the City of Tulsa (THA) **PHA Code:** OK073

PHA Type: Small

PHA Plan for Fiscal Year Beginning (MM/YYYY): 01/2026

PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above):

Number of Public Housing (PH) Units 240

Number of Housing Choice Vouchers (HCVs) 5,879

Total Combined Units/Vouchers 6,119

PHA Plan Submission Type: Annual Submission Revised Annual Submission

Availability of Information. PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official website. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.

THA's PHA plan is available on THA's website at www.TulsaHousing.org and located in the office of each property. THA's PHA plan, PHA Plan Elements, and all related information are available at THA's Central Office located at 415 E. Independence St. Tulsa, OK 74106

PHA Consortia (Check box if submitting a Joint PHA Plan and complete table below)

Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program	
				PH	HCV
N/A					

B. Plan Elements Submitted with 5-Year PHA Plans. Required elements for Small PHAs completing this document in years in which the 5-Year Plan is also due. This section does not need to be completed for years when a Small PHA is not submitting its 5-Year Plan. See sub-section below for required elements in all other years (Years 1-4).

N/A. FY 2026 is 1st year of THA's current 5-Year Plan.

B. 1 Revision of Existing PHA Plan Elements.

(a) Have the following PHA Plan elements been revised by the PHA?

Y N

- Statement of Housing Needs and Strategy for Addressing Housing Needs
- Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions.
- Financial Resources.
- Rent Determination.
- Substantial Deviation.
- Significant Amendment/Modification

(b) If the PHA answered yes for any element, describe the revisions for each revised element(s):

Hewgley Terrace will proceed with an operational ("straight") RAD conversion to PBRA subsidy. In accordance with PIH Notice 2024-40, the transaction will utilize the RAD/Section 18 Small PHA Blend, with 90% of units converted under Section 18 to PBRA and the remaining 10% converted under RAD. This represents a change from THA's original approach, which did not include use of the Small PHA Blend.

(c) The PHA must submit its Deconcentration Policy for Field Office review.

B. 2 New Activities.

(a) Does the PHA intend to undertake any new activities related to the following in the PHA's current Fiscal Year?

Y N

- Hope VI or Choice Neighborhoods.
- Mixed Finance Modernization or Development.
- Demolition and/or Disposition.
- Conversion of Public Housing to Tenant-Based Assistance.
- Conversion of Public Housing to Project-Based Rental Assistance or Project-Based Vouchers under RAD.
- Project-Based Vouchers.
- Units with Approved Vacancies for Modernization.
- Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).

(b) If any of these activities are planned for the current Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project-based units and general locations, and describe how project basing would be consistent with the PHA Plan.

Hope VI or Choice Neighborhoods

THA made significant strides in the Choice Neighborhoods Initiative (CNI) at 36N, advancing both redevelopment and resident-centered strategies. Phase I of the housing redevelopment was successfully completed, delivering high-quality, mixed-income homes that set a new standard for the neighborhood's revitalization. Building on that momentum, Phase II entered active construction, further expanding affordable housing options and reinforcing long-term community stability.

Alongside construction progress, THA continued predevelopment planning for phases 3-7, strengthened partnerships with service providers, and deepened resident engagement to ensure community priorities guide each step. THA also advanced initiatives related to safety, economic mobility, and access to supportive services. Collectively, these efforts are driving a comprehensive, sustainable transformation of the 36N neighborhood. Phase 3 and 4 will start construction in 2026. Each phase includes the use of PBV's from the Housing Authority.

Demolition and/or Disposition

As authorized by Section 18 of the United States Housing Act of 1937 (42 U.S.C. 1437p) (1937Act), the Authority intends to dispose of the 90 units at South Haven Manor (OK073000017). THA will sell the property and will request Tenant Protection Vouchers (TPVs) for the units disposed of through Section 18.

Conversion of Public Housing to Project-Based Rental Assistance (RAD)

Hewgley Terrace, located at 420 S. Lawton Avenue, Tulsa, Oklahoma 74107, is a single eight-story residential building containing 150 units, comprised of 90 efficiencies, 59 one-bedroom units, and one two-bedroom unit.

The property will undergo an operational (“straight”) Rental Assistance Demonstration (RAD) conversion to Project-Based Rental Assistance (PBRA). In accordance with PIH Notice 2024-40, the transaction will utilize the RAD/Section 18 Small PHA Blend, with 90 percent of the units converted to PBRA under Section 18 and the remaining 10 percent converted under RAD. Use of the RAD/Section 18 Small PHA Blend represents a change from THA’s originally approved Annual Plan, which did not include the Section 18 blend.

The scope of work will consist of critical repairs identified through the 2025 Physical Needs Assessment (PNA) and will be funded using PIH funds, with no debt or outside financing. The planned repairs address immediate, Year 1, and Year 2 capital needs and will not require resident relocation, demolition or new construction, or transfer of assistance. THA will appropriately size both the operating reserve and the initial replacement reserve deposit as part of the conversion.

Hewgley Terrace is a general occupancy property with a site-based waiting list preference for elderly and disabled applicants. The RAD conversion will not result in any changes to the existing unit mix.

There will be no rent bundling as part of this transaction. All utilities are owner-paid, resulting in a \$0 utility allowance. Ownership of the property will transfer from THA to a THA-owned limited liability company, Hewgley Terrace, LLC, in accordance with RAD requirements, through a long-term ground lease. The property has not previously received Section 18 approval, is not part of a Choice Neighborhoods grant, and has completed all required environmental review, with approval by HUD in 2025.

Project-Based Vouchers

The strategic deployment of 300 Project-Based Vouchers (PBVs) across key developments—Hill Top Phases I & II, 36N Phases III–VII, Parkview Apartments, and an additional phase of River West—is fully aligned with the Tulsa Housing Authority’s (THA) mission and 2026 five-year plan. This targeted use of PBVs strengthens THA’s capacity to expand sustainable affordable housing, support resident self-sufficiency, enhance organizational performance, and solidify financial strength.

- PBVs provide long-term rent subsidies, securing deeply affordable housing for low-income residents within Hill Top, 36N, Parkview, and River West developments.
- PBVs ensure financial feasibility and attract LIHTC equity, enabling successful closings and construction across all phases of 36N and River West, and accelerating progress on Hill Top Phase II and Parkview Terrace.

This aligns directly with THA's plan to complete financial closings, begin construction, and deliver high-quality affordable housing options, further reinforcing THA's position as the premier affordable housing provider in Tulsa.

- PBV-assisted units are accompanied by resident services and community development programming, including FSS (Family Self-Sufficiency), Section 3 employment initiatives, supporting long-term economic mobility.
- Stable housing made possible by PBVs reduces housing insecurity, creating the conditions necessary for residents to pursue education, employment, and financial goals.
- PBVs offer infrastructure for resident associations at each development, amplifying resident voice and participation.

PBV-supported developments serve as key platforms for public-private partnerships that bring services directly into communities, in line with THA's self-sufficiency objectives.

- The PBV pipeline ensures predictable revenue, supporting workforce stability and allowing THA to staff appropriately across development, compliance, and resident services teams.
- As the portfolio grows with PBV-assisted units, THA can strategically recruit and retain talent, particularly in LIHTC compliance, property management, and resident services.
- The scaling of PBV operations across multiple properties necessitates strong internal systems, fostering continuous improvement in staffing, hiring timelines, and professional development pathways.
- PBVs contribute to strong, reliable operating income, helping to sustain developments over time and mitigate market or economic volatility.
- By supporting the viability of RAD and LIHTC projects, PBVs unlock millions in developer fees, contributing toward the \$2M annual target.
- PBV commitments are also a key leverage point for additional funding—from state housing programs, city resources, and philanthropic partners—allowing THA to maximize outside investment while maintaining operational efficiency.

Placing PBVs at Hill Top Phases I & II, 36N Phases III–VII, Parkview Apartments, and a future River West phase is a strategic action that supports the holistic execution of THA's 2025 strategic plan. These placements bolster THA's housing pipeline, enhance service delivery, reinforce internal capacity, and ensure long-term financial sustainability—all while advancing the mission to provide high-quality, affordable housing and transformative opportunities for Tulsa residents.

B. 3. Progress Report.

Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year Plan.

No updates have occurred since the original Annual Plan was approved.

B.4 Capital Improvements. Include a reference here to the most recent HUD-approved 5-Year Action Plan in EPIC and the date that it was approved.

No updates have occurred since the original Annual Plan was approved.

B.5 Most Recent Fiscal Year Audit.

(a) Were there any findings in the most recent FY Audit?

Y N

(b) If yes, please describe:

No updates have occurred since the original Annual Plan was approved.

Plan Elements Submitted All Other Years (Years 1-4). Required elements for all other fiscal years. This section does not need to be completed in years when a Small PHA is submitting its 5-Year PHA Plan.

B.1 New Activities.

(a) Does the PHA intend to undertake any new activities related to the following in the PHA's current Fiscal Year?

Y N

Hope VI or Choice Neighborhoods.

Mixed Finance Modernization or Development.

Demolition and/or Disposition.

Conversion of Public Housing to Tenant-Based Assistance.

Conversion of Public Housing to Project-Based Assistance under RAD.

Project-Based Vouchers.

Units with Approved Vacancies for Modernization.

Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).

(b) If any of these activities are planned for the current Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process.

B.2 Capital Improvements. Include a reference here to the most recent HUD-approved 5-Year Action Plan in EPIC and the date that it was approved.

The last 5-year plan was approved in EPIC on 7/10/2025.

C. Other Document or Certification Requirements for Annual Plan Submissions.
Required in all submission years.

C.1 Resident Advisory Board (RAB) Comments.

(a) Did the RAB(s) provide comments to the PHA Plan?

Y N

If yes, comments must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.

C.2 Certification by State or Local Officials.

Form HUD 50077-SL, *Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan*, must be submitted by the PHA as an electronic attachment to the PHA Plan.

C.3 Civil Rights Certification.

Form HUD-50077-CRT-SM, *PHA Certifications of Compliance with PHA Plan, Civil Rights, and Related Laws and Regulations Including PHA Plan Elements that have Changed*, must be submitted by the PHA as an electronic attachment to the PHA Plan.

C.4 Challenged Elements

If any element of the PHA Plan is challenged, a PHA must include such information as an attachment with a description of any challenges to Plan elements, the source of the challenge, and the PHA's response to the public.

(a) Did the public challenge any elements of the Plan?

Y N

If yes, include Challenged Elements.

D. Affirmatively Furthering Fair Housing (AFFH)

D. 1 Affirmatively Furthering Fair Housing (AFFH)

Provide a statement of the PHA's strategies and actions to achieve fair housing goals outlined in an accepted Assessment of Fair Housing (AFH) consistent with 24 CFR § 5.154(d)(5). Use the chart provided below. (PHAs should add as many goals as necessary to overcome fair housing issues and contributing factors.) Until such time as the PHA is required to submit an AFH, the PHA is not obligated to complete this chart. The PHA will fulfill, nevertheless, the requirements at 24 CFR § 903.7(o) enacted prior to August 17, 2015. See Instructions for further detail on completing this item.

Fair Housing Goal: n/a

Describe fair housing strategies and actions to achieve the goal.

n/a. THA not yet required to submit an AFH.

Fair Housing Goal: n/a

Describe fair housing strategies and actions to achieve the goal.

n/a. THA not yet required to submit an AFH.

Fair Housing Goal: n/a

Describe fair housing strategies and actions to achieve the goal.

n/a. THA not yet required to submit an AFH.



RESOLUTION NO. 3805

**RESOLUTION OF THE HOUSING AUTHORITY OF THE CITY OF TULSA (THE
"AUTHORITY") AUTHORIZING LOANS, AGREEMENTS AND RELATED
TRANSACTION DOCUMENTS AND THE TAKING OF ANY OTHER ACTION THAT
IS NECESSARY OR DESIRABLE FOR THE DEVELOPMENT OF THE ENCLAVE AT
36N (THE "PROJECT")**

WHEREAS, the Authority owns the site on which the Project will be constructed (the "Land");

WHEREAS, the Authority and The Enclave at 36N, LP, an Oklahoma limited partnership (the "Partnership"), desire to enter into a lease agreement (the "Lease Agreement") to lease the Land and the improvements located and/or to be constructed thereon to the Partnership (the "Lease Agreement") and will obtain necessary HUD approvals as may be required to develop the Project;

WHEREAS, pursuant to the terms of the Lease Agreement, the Partnership is required to develop and construct the Project as a development dedicated for low-income persons in compliance with the laws and regulations applicable to eligible tenants under the federal low-income housing tax credit program as established at 26 U.S.C. §42 and regulations promulgated pursuant thereto;

WHEREAS, Affordable Housing Property Solutions, Inc., an Oklahoma nonprofit corporation ("AHPS") is the sole member of THA The Enclave at 36N GP, LLC (the "THA GP"), the non-managing member of The Enclave at 36N GP, LLC (the "General Partner") and the General Partner is the sole general partner of the Partnership;

WHEREAS, a FY 2021 Choice Neighborhoods Implementation Grant (the "CNI Grant") has been entered into between the Authority and United States Department of Housing and Urban Development ("HUD") and in connection with the CNI Grant and the Project, the Authority desires to enter into a Choice Neighborhoods Declaration of Restrictive Covenants and related documents to be entered into by the Authority, including but not limited to certifications, and such other documents, all upon such terms and conditions the Authority deems reasonable (the "CNI Documents");

WHEREAS, the Partnership has requested the Authority provide to the Partnership a loan or loans in an aggregate amount estimated to be \$5,314,021.00 to provide financing for the development of the Project (the "CNI Loan");

WHEREAS, the development of the Project will be financed with equity invested by RBC Community Investments, LLC, a Delaware limited liability company, or its affiliate, in relation to the 4% Low-Income Housing Tax Credits, a tax exempt multifamily note issued by the Oklahoma Housing Finance Agency ("OHFA") that will evidence a funding loan ("Funding Loan") from



Horizon Bank, a Nebraska banking corporation ("Horizon"), as initial funding lender, in an original principal amount estimated to be \$19,120,722.00, which will be used to make a loan to the Partnership in a corresponding amount (the "Construction Loan"), permanent financing from M&T Realty Capital Corporation, a Maryland corporation ("M&T"), pursuant to which M&T will purchase the Funding Loan in an outstanding principal amount estimated to be \$10,976,000.00 (the "Permanent Loan") that will be subsequently purchased by the Federal Home Loan Mortgage Corporation, a corporation organized and existing under the laws of the United States ("Freddie Mac"), the CNI Loan, a loan of non-federal funds from Housing Partners of Tulsa, Inc., an Oklahoma nonprofit corporation ("HPT") in an original principal amount estimated to be \$3,993,254.00 (the "HPT Loan", together with the Funding Loan, the Construction Loan, the Permanent Loan, and the CNI Loan, the "Loans"), deferred developer fee and other such funding as the President of AHPS or their designee may deem necessary and/or desirable as the sole member of THA GP in coordination with the managing member of the General Partner as shall be evidenced by various documents (collectively, the "Project Financing");

WHEREAS in connection with the Loans, the Authority may be required to join in the execution of documents, including but not limited to the mortgages, assignments, and any other documents evidencing and/or securing the Loans (collectively, the "Loan Documents");

WHEREAS, the Authority desires that certain of the units in the Project be project-based voucher units under the HUD Section 8 Project Based Voucher program ("PBV Units") and in connection therewith, the Authority desires to enter into a Section 8 Project-Based Voucher Program PBV Agreement to Enter Into Housing Assistance Payment Contract, Section 8 Project-Based Voucher Program PBV Housing Assistance Payment Contracts and related documents to be entered into by the Authority, including but not limited to certifications, assignments and such other documents, all upon such terms and conditions as the Authority deems reasonable (the "PBV Documents");

NOW, THEREFORE, in connection with the development, construction, and equipping of the Project, the Board of Commissioners hereby adopt the following resolutions:

BE IT RESOLVED, that any officer of the Authority (the "Executing Officer"), acting alone, is hereby authorized to review, approve and execute all certificates, affidavits, agreements, documents and other writings including without limitation the Lease Agreement, the CNI Documents, the Loan Documents and the PBV Documents (collectively the "Agreements") the Executing Officer shall deem to be necessary or desirable in the consummation of the transactions herein contemplated;

BE IT FURTHER RESOLVED, that all acts, transactions, or agreements undertaken prior hereto by the Executing Officer of the Authority, in connection with the foregoing matters are hereby ratified and confirmed as the valid actions of the Authority, effective as of the date such actions were taken; and

BE IT FURTHER RESOLVED, that the Executing Officer is hereby authorized and directed for and on behalf of, and as the act and deed of the Authority, to take such further action



in the consummation of the transactions herein contemplated and to do any and all other acts and things necessary or proper in furtherance thereof, as the Executing Officer shall deem to be necessary or desirable, and all acts heretofore taken by the designee of the Executing Officer to such end are hereby expressly ratified and confirmed as the acts and deeds of the Authority.

This resolution shall be in full force and effect from and upon its adoption.

[End of Resolution.]

PASSED this ____ day of April 2026.

CHAIR

ATTEST:

Secretary

Resolution 3805 – Summary

On September 15, 2022, the U.S. Department of Housing and Urban Development (HUD) awarded the Housing Authority and the City of Tulsa, (THA) 50million-dollar Choice Neighborhood Implementation Grant (CNI). On November 10, 2022, the board of commissioners authorized THA to accept the grant and enter into all agreements and take any and all actions necessary to complete the project.

In order to complete the project, funding in excess of the CNI grant is required. Consequently, THA and its development partner seek layers of funding to include Low Income Housing Tax Credits (LITHC), tax exempt bond financing, construction and permanent loans, and last but not least, soft funding from various community partners.

Although the Board of Commissioners provided a general resolution allowing THA to proceed with all things necessary to complete the project; the THA as part of the closing process for each phase seeks approval by the Board of Commissions of the financial resolution(s) which provides more approximate loan and grant amounts as required by lending underwriters.

Approval Requested

Approval of the financial resolution evidencing approval of the loan and grant amounts by the Board of Commissioners.

Housing Operations as of 3/31/26

Portfolio Overview

Property Name	Subsidy Type	Unit Total	Occupancy Rate
Murdock Villa	Project Based Rental Assistance (PBRA)	143	99%
Hewgley Terrace	Public Housing (PH)	150	95%
East Central Village	Rental Assistance Demonstration Program (RAD)	150	97%
LaFortune Tower	Rental Assistance Demonstration Program (RAD)	201	97%
Parkview Terrace	Rental Assistance Demonstration Program (RAD)	225	96%
Apache Manor	Rental Assistance Demonstration Program (RAD)/Low Income Housing Tax Credit (LIHTC)	160	88%
Mohawk Manor	Rental Assistance Demonstration Program (RAD)/Low Income Housing Tax Credit (LIHTC)/Project Based Vouchers (PBV)	106	94%
Osage Apartments	Rental Assistance Demonstration Program (RAD)/Low Income Housing Tax Credit (LIHTC)/Project Based Voucher (PBV)	353	95%

Pioneer Plaza Apartments	Rental Assistance Demonstration Program (RAD)/Low Income Housing Tax Credit (LIHTC)/Project Based Voucher (PBV), National Trust Fund (NTF)	201	93%
Sandy Park	Rental Assistance Demonstration Program (RAD)/Low Income Housing Tax Credit (LIHTC)	158	91%
Seminole Hills	Rental Assistance Demonstration Program (RAD)/Low Income Housing Tax Credit (LIHTC)/Project Based Voucher (PBV)	141	96%
Phoenix at 36N	Low Income Housing Tax Credit (LIHTC)/Project Based Voucher (PBV)/Market Rate	100	100%
South Haven Manor	Public Housing (PH), Section 18 Approval, Sale Pending	90	60%

Eviction Summary

Eviction Cases Granted YTD: 10

Non-Payment: 1

Lease Violations: 6

Health and Safety: 3

Rental Assistance – Housing Choice Voucher Program

Vouchers Leased: 3712

HAP Expense YTD: \$16,603,934.30

HAP ACC YTD: \$16,685,469

Special Program Summary

Veterans Affairs Supportive Housing Program (VASH)

Vouchers Allocated: 110

Vouchers Leased: 89

Vouchers Searching: 11

Applicants Processing: 3

Vouchers Leased: 81%

Permanent Supportive Housing Initiative (PSHI)

Available Units: 75

Leased: 9

Applicants Approved at Property: 6

Applicants Processing: 4

Referrals Received: 25

Utilization Rate of PSHI: 12%