

Dr. Michael C. Threatt releases his 180 Days Later: Reset, Renew, Reframe – A CEO's Strategic Impact and Vision Report

Dr. Michael C. Threatt Launches Roadmap 2030: A Strategic Path Forward: Tackling Financial Challenges and Restoring Public Trust on the Journey to HUD Recovery

SANFORD, NC, UNITED STATES, May 30, 2025 /EINPresswire.com/ -- In just 180 days, the Sanford Housing Authority (SHA) has undergone a bold transformation under the leadership of the [new CEO](#), Dr. Michael C. Threatt, a nationally recognized public housing [executive](#). Once ranked in the bottom 4% of public housing authorities, SHA is now on a path to recovery, transparency, and innovation.

Dr. Threatt's newly released report, "180 Days Later: Reset, Renew, Reframe– A CEO's Strategic Impact & Vision Report," outlines the measurable impact of his leadership and introduces Roadmap 2030, a five-year strategic plan designed to restore public trust, rebuild operational capacity, and guide SHA toward long-term sustainability.

Reset: Operational Realignment and Leadership Discipline

Upon taking office, Dr. Threatt implemented a military-inspired leadership model—Assess, Plan, Implement, Evaluate—to stabilize operations and identify systemic weaknesses. This disciplined approach has been applied across all departments to ensure strategic alignment and measurable progress.

We are intentionally shaping the culture we want to see, starting with hiring the right team and restructuring the organization to support that vision, said Dr. Threatt. We are adopting



Triangle Business Journal- Dr. Michael C. Threatt- Sanford & Lee County- Corridor of Opportunity

entrepreneurial [business](#) practices to improve efficiency and accountability.

In March 2025, SHA executed the HUD Recovery Agreement, formalizing the agency's commitment to exit "troubled" status within HUD's two-year improvement window. Despite inheriting a deeply challenged agency, SHA remains resolute in its mission to restore high-performing status and rebuild stakeholder trust.

Renew: Culture, People, and Purpose
At the heart of SHA's transformation is a renewed focus on people, purpose, and performance. In December 2024, SHA conducted the WILD Trust Index Survey, achieving an 81% response rate. This organizational assessment revealed three critical themes that are now shaping SHA's cultural renewal strategy:

- **Leadership and Organizational Dysfunction:** The legacy of prior leadership left behind a culture marked by dysfunction and mistrust. SHA is actively dismantling silos, rebuilding trust, and aligning leadership behaviors with its core values.

“

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Dr. Michael C. Threatt, CEO of the Sanford Housing Authority (NC)

respect, inclusion, and psychological safety.

To guide this renewal, SHA has adopted a values-based leadership framework grounded in two guiding principles: WE CAN and I CAN.

**NORTH CAROLINA** *CarolinasCouncil.org*

New Leadership Brings New Vision

- Sanford Housing Authority

After a six-month nationwide search, the Sanford Housing Authority (SHA) is excited to announce Dr. Michael C. Threatt as its new leader and CEO. Dr. Threatt's impressive career spans 19 years in the real estate industry, encompassing the public, private, and nonprofit sectors. Notably, he has served in leadership roles for 12 years, including 9 years in executive leadership at public housing authorities (PHAs).

Since 2019, he has been awarded 15 state, regional, or national affordable housing best practice awards for improving the efficiency and effectiveness of PHAs. This includes a 2019 CEO of the Year for Alabama PHAs.

“Our entire Board is thrilled to welcome Dr. Threatt as our new CEO. He understands that the future of affordable housing will require “outside the box” thinking, investing in technology, and collaborative partnerships, the hallmark of his nearly two decades in the industry.” - Hope W. White, SHA Board Chairperson.



Dr. Threatt looks forward to working with the Board of Commissioners and the staff at SHA. “I am humbled to have been chosen as the new CEO. I am grateful to God for allowing me to utilize my gifts and talent to help elevate SHA to the next level with modern-day business practices.” - Dr. Michael C. Threatt.

Join us in congratulating Dr. Threatt on his new role and welcoming him to the Carolinas! For more information on Sanford Housing Authority, please visit their website at [SHA-NC.org](#).



SERCulator News- Dr. Michael C. Threatt- New Leadership Brings New Vision

- WE CAN (Leadership Values)
 - W – Welcomed
 - E – Engagement
 - C – Caring
 - A – Accountable
 - N – Nurturing
-
- I CAN (Organizational Values)
 - I – Innovate
 - C – Collaborate
 - A – Automate
 - N – Navigate

Together, these values form the foundation of a purpose-driven, people-centered, and performance-oriented culture.

Reframe: Roadmap 2030 and Strategic Vision
SHA's Roadmap 2030 Strategic Plan (FY2025–FY2029) is a forward-looking blueprint that embraces agility, foresight, and resilience. The plan is structured around seven strategic goals, each designed to drive measurable progress and long-term sustainability. To ensure governance is fully aligned with this vision, SHA established seven standing board committees, each corresponding directly to one of the strategic goals:

- Asset Management
- Public Relations
- Rental Assistance
- Resident Services
- Development
- Finance
- Human Resources

This alignment ensures that board oversight is not only comprehensive but also strategically focused, supporting the execution of Roadmap 2030 at every level of the organization.

Tackling Financial Challenges: From Deficit to Discovery

When Dr. Threatt assumed leadership, SHA was facing a deficit exceeding half a million dollars. The agency had failed to complete audits for FYE 2023 and FYE 2024, which resulted in HUD funds being frozen, further exacerbating SHA's financial instability.

Operating in a discovery phase, Dr. Threatt has had to uncover and address unpaid obligations

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Goal 2:

Preserve & Create Affordable Housing

OBJECTIVES & INITIATIVES

Support Housing Initiatives.

- With relevant stakeholders, develop a comprehensive look at development.
- Explore best practices that are within the City's purview and develop strategies for impactful options, including those prior to the construction phase.
- Work with Sanford Affordable Housing Development Corporation to explore opportunities for the nonprofit to work toward the City's goals.

Increase Access to Affordable Housing.

- Establish criteria to identify areas of opportunity.
- Explore changes to land-use policies to increase affordable and workforce housing opportunities (e.g., UDD and tiny houses).
- Continue support of homebuyer education and housing counseling.
- Identify and develop strategies to maintain existing affordable housing amid market changes.

Improve the Condition and Number of Affordable Housing Properties.

- Continue to fund urgent repair and single-family rehab programs.
- Continue partnerships with nonprofits and redevelopers.

Develop and Improve Programs to Address Homelessness.

- Continue to support S3 Sustainable Housing Alliance.
- Encourage collaboration among agencies that provide homeless services.

City of Sanford's Framework Goal #2

Preserve & Create Affordable Housing

left by the previous administration. “When we find a bill, we pay it,” he noted. To move beyond the inherited financial nightmare, SHA launched a five-year forensic audit in partnership with CliftonLarsonAllen LLP (CLA) to identify red flags, strengthen internal controls, and restore fiscal integrity.

Dr. Threatt also addressed SHA’s outdated “mom-and-pop” operational culture by implementing modern business practices. “SHA is a business—we have bills like any other company,” he said. “We are now operating with the discipline and transparency expected of any high-performing organization.”

Policy Reform and Audit Readiness

SHA is also addressing outdated and misaligned policies to ensure compliance, transparency, and audit readiness. Key initiatives include:

- Updating critical policies such as the Procurement Policy, Administrative Plan, Admissions and Continued Occupancy Policy (ACOP), and the Family Self-Sufficiency (FSS) Action Plan.
- Conducting file reviews across the Housing Choice Voucher (HCV), Low-Income Housing Tax Credit (LIHTC), Family Self-Sufficiency (FSS), and Public Housing programs to ensure compliance and audit readiness
- Adopting 16 new financial policies covering asset management, internal controls, budgeting, procurement, and more

Community Engagement and Rebranding

SHA has long struggled with a damaged public reputation due to years of instability and underperformance. Dr. Threatt is actively addressing this through a comprehensive rebranding initiative focused on transparency, professionalism, and community trust. His leadership is redefining SHA’s identity as a credible, mission-driven agency committed to excellence.

During his first week in Sanford, Dr. Threatt attended the Triangle Business Journal’s Corridors of Opportunity event, where he engaged with regional and local leaders on the future of affordable housing. As a member of the Business Journal Leadership Trust, he brings a national perspective to local challenges and will help the City of Sanford achieve its Strategic Framework Goal #2: Preserve and Create Affordable Housing.

Call to Action: Join Us for the State of the Housing Authority

SHA invites residents, participants, stakeholders, and community partners to attend the State of the Housing Authority address, where Dr. Threatt will present the agency’s progress and vision for the future at the Dennis A. Wicker Civic & Conference Center, located at 1801 Nash St, Sanford, NC 27330, on Monday, June 16, 2025, at 11:00 a.m. This event marks a pivotal moment in SHA’s journey toward transformation and transparency.

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