



SPARTANBURG HOUSING AUTHORITY. PROMOTING EXCELLENCE.





SHAPE

SPARTANBURG HOUSING AUTHORITY. PROMOTING EXCELLENCE.

Promoting Excellence. At the Spartanburg Housing Authority, we believe in this simple but powerful concept. Those two words guide what we do everyday, from the most mundane to the most important facets of our strategic planning. By Promoting Excellence in everything we do and everything we touch, we believe the Spartanburg Housing Authority can shape our community in far-reaching and long-lasting ways. By helping people improve their lives and strengthen their families, the Spartanburg Housing Authority is working to shape a better future for our community.

Our Mission

The Spartanburg Housing Authority is committed to providing quality affordable housing in healthy neighborhoods through partnerships with our residents and other groups, fostering neighborhood redevelopment and opportunities for those we serve to achieve self-sufficiency.

SHAPEing The Community

A Message from the Executive Director

Thank you for taking the time to read the Spartanburg Housing Authority's 2011 Annual Report. I hope you will come away with a deeper understanding of the many different ways the SHA is positively impacting our community and working with our many partners to shape a brighter future for our citizens.

The past 12 months have been a busy time as we have continued to leave old notions of public housing organizations far behind. To be sure, providing safe, affordable public housing options remains our priority. Even as we have completed a number of high-profile redevelopment projects, we continue to seek opportunities to improve both the quality and range of choices to be found in our stock of housing.

The SHA continues to rapidly expand our role in the community, well beyond providing safe and comfortable dwellings for those in need. From facilitating educational opportunities for our young people to working with adult residents to further their education, obtain job skills, and find employment, to helping families realize their dream of moving out of public housing and owning their own home, the SHA is shaping our

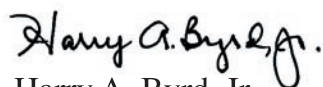
community in a number of exciting and impactful ways.

Internally, we are also looking at ways to make SHA even more effective at carrying out our mission. A new state-of-the-art software system that will help us to better serve the community is just one of our many initiatives established in 2011.



As I look toward the upcoming year, I am confident we have both the strategic plan, as well as the skilled and dedicated team, to execute the plan that our community needs. I thank you for your support, and hope that you will join our efforts in 2012 and beyond.

Sincerely,

A handwritten signature in black ink that reads "Harry A. Byrd, Jr." The signature is written in a cursive, flowing style.

Harry A. Byrd, Jr.
Executive Director

Promoting Excellence

A Message from the Chairman

Serving the past year as chairman of the Board of Commissioners for the Spartanburg Housing Authority has been a great honor. I am very proud of the work of my fellow board members and the professional staff at the SHA, and the continued progress of the organization over the past twelve months.

As I look back on where we were as an organization just three years ago, it is sometimes hard to believe how far we have come. Indeed, the Spartanburg Housing Authority has made significant progress in a number of areas. Perhaps nowhere has this progress been more evident – or more important – than in our financial standing.

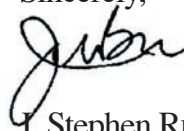
The SHA today is a model of financial stewardship. Despite the economic challenges we faced in 2011, we have realized significant savings from increased efficiencies. By eliminating obsolete programs while making a number of important internal improvements, I am confident that the SHA's financial stability has been assured for years to come.

This advantageous financial position has created the opportunity for the SHA to undertake new projects and initiatives that would not have been possible just a few short years ago. This financial well-being has allowed us to expand not only in areas of housing, but education as well.



Thanks to a lot of hard work by a lot of enthusiastic people, this is a great time for the Spartanburg Housing Authority and those it benefits. I hope that, as you will read the 2011 Annual Report, you will be as excited as we are about what has been accomplished and what the future promises.

Sincerely,



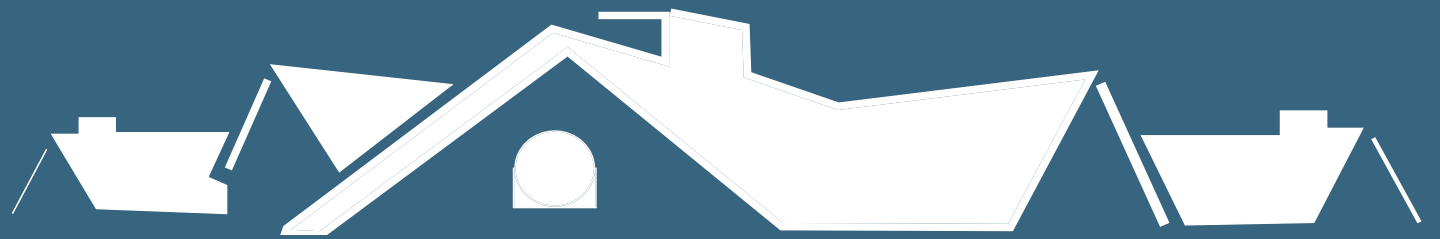
J. Stephen Rush

Chairman, Board of Commissioners



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GROWTH AND DEVELOPMENT



Coming Soon

The Page Lake development will contain several hundred housing units and feature a traditional neighborhood environment.



The past year included a number of exciting new developments and projects for the Spartanburg Housing Authority:

Page Lake Development

Located in Spartanburg County, this project will feature a mixture of multi-family and single-family detached homes, as well as duplexes. The Page Lake project will utilize the principles of a traditional neighborhood development and may eventually include several hundred housing units. With the first phase of the project – The Ridge, a 78-unit apartment development – already completed, the Page Lake project is moving forward with the completion of the Matthew J. Perry Parkway. This thoroughfare will connect the area to Highway 295, and other proposed infrastructure.

City Partnership/Northside Soil Removal

This year, SHA and the City of Spartanburg reached an agreement for the removal of 225,000 cubic yards of soil from SHA-owned property. The sale is a win-win for both the SHA and the city. The City of Spartanburg paid a discounted price for the soil, and will use it to cap the Arkwright landfill. At the same time, the removal of the soil from the Spartanburg Housing Authority's Page property will make the land more suitable for development.



RESIDENT/TENANT PROGRAMS



Helping Dreams Come True.

Preserving traditional family values, including homeownership for citizens of Spartanburg County, is a major goal of the SHA.



SHA Homeownership Program

One of the SHA's focuses is helping families become homeowners. The homeownership program assists residents of SHA by transferring their federal rental assistance toward homeownership costs. These efforts also include financial planning education. In early 2012, we anticipate two SHA families closing on their own homes, completing their successful transitions out of public housing.

Palmetto Heroes

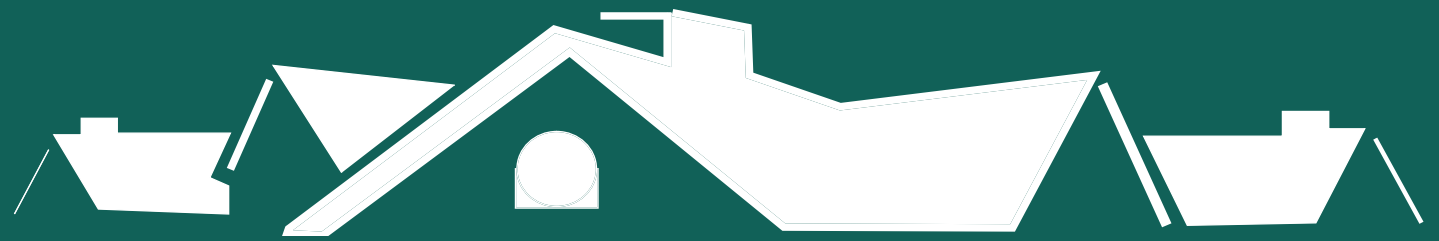
The SHA announced in October a partnership with six other local agencies to help identify potential participants in the Palmetto Heroes homeownership program. The statewide program provides local teachers, law enforcement officers, firefighters, EMS workers, nurses and veterans with both down payment assistance and a 4% mortgage interest rate.

The partnership includes Spartanburg County, the City of Spartanburg, the Spartanburg Housing Authority, Spartanburg County EMS, Spartanburg Public Safety, Spartanburg School District 7, and the local Veterans Administration. Palmetto Heroes helps those interested in participating with the application process, and collectively encourages state officials who administer the program to ensure Spartanburg County receives a fair share of the available funding.

Tax Preparation Assistance

Every year, the Spartanburg Housing Authority helps low-income and elderly residents prepare their annual federal and state tax returns. This assistance saves filers time, money and a lot of headaches.

The program is available for households with less than \$49,000 in income. Those who are eligible may also qualify for an Earned Income Tax Credit (EITC) of up to \$5,600. This credit is a special tax benefit for working people with low or moderate incomes.



YOUTH/EDUCATION PROGRAMS



Our Young People Are The Future.

SHA believes increased educational opportunities today will play a vital role in the future of our communities.



USC Upstate Leadership Institute

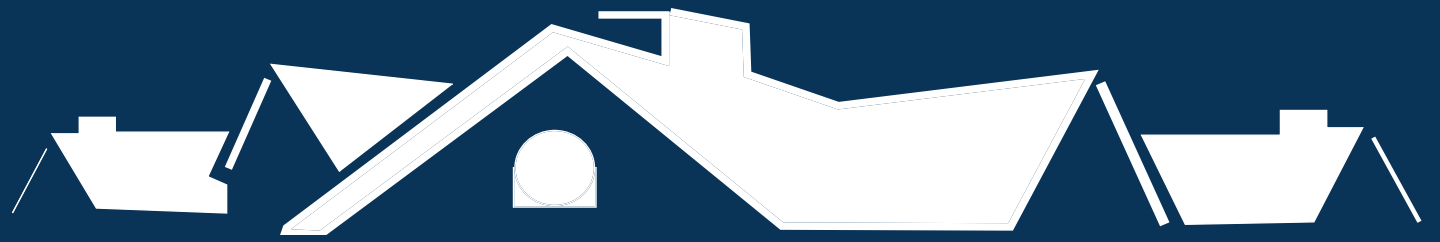
The SHA has developed a valuable partnership that allows a number of high school students to participate each year in the USC Upstate Youth Leadership Summer Institute. A one-week residential experience on the USC Upstate campus, the Leadership Institute focuses on activities that inspire high school students to develop an awareness of issues regarding their physical and social environment. The program includes educational and social components that examine aspects of leadership and civic engagement. Students identify issues facing Spartanburg and the world, and explore problem-solving techniques, conflict resolution skills, cross-cultural communication, personal responsibility and respect for self and others. The Institute staff consists of USC Upstate faculty and students, along with national and international speakers.

Marche Gault Scholarship Awards

Every spring, the Spartanburg Housing Administration awards a number of graduating high school students who reside in SHA communities with scholarship awards to help pay the costs of continuing their education. This year, eight students were awarded more than \$5,000 in scholarship awards. This is another example of how we are working to improve our communities, not only in the present, but in the future as well.

Reading is Fundamental

Since 1996, the SHA has helped to coordinate and fund the local Reading Is Fundamental initiative. Reading is Fundamental is the nation's largest children's literacy nonprofit, delivering free books and literacy resources to children and families who need them most. RIF provides new, free books for children to choose from and make their own. Last year, the SHA distributed 1,067 books to 543 children.



VISION AND SUSTAINABILITY



Planned Growth.

Page Lake is a prime example of SHA's commitment to creating carefully planned communities.



SHA Technology Upgrades

This past year, in one of the largest investments in internal infrastructure improvements in recent memory, the SHA installed and implemented new Yardi software. This web-based system provides a comprehensive solution that integrates compliance, accounting, and property management in a single, centralized database. By utilizing its many online capabilities, the Yardi upgrade will continue to increase staff productivity, improve operational efficiency, and help reduce costs.

United Way Annual Campaign – 100% Participation

This past year, in an example of the spirit of community that permeates the organization, every employee of the Spartanburg Housing Authority made a pledge to contribute financially to the United Way of the Piedmont’s 2011 Annual Campaign. In these tough economic times, it is a credit to each and every participant that they are willing to donate a portion of their personal funds for this worthy cause.

“The United Way’s Annual Campaign is an incredibly important way to give back to this community,” SHA Executive Director Harry Byrd said. “The United Way provides funding to so many worthy organizations, and its impact is incredibly far-reaching. I am very proud that the members of our team understand just how important the Annual Campaign is, and that each person made this commitment.”

2011 BOARD OF COMMISSIONERS



Mrs. Suzanne Cole
Commissioner



Mr. Thomas Lounds, Jr.
Commissioner



Dr. Charles Love
Vice-Chairman



Mr. J. Stephen Rush
Chairman



Ms. Irene Sims
Commissioner



Mr. Christopher Steed
Vice President



Mrs. Kittie Collins Tullis
Commissioner

2011 SENIOR STAFF



Mr. Harry A. Byrd, Jr.
Executive Director



Mr. Daniel Chin
I.T. Manager



Mr. Daryl Dalton
Director of Housing Operations



Mr. Earle Fowler
Area Property Asset Manager



Ms. Diana Jones
Section 8 Programs Specialist



Mr. John Kinsey
Planning and Development Director



Ms. Eva MacDonald
Area Property Asset Manager



Ms. Lois Menken
Office Assistant



Mrs. Melissa Posey
Accounting Manager



Mr. David Stratton
Procurement Officer



Mr. Rowland Trew
Controller

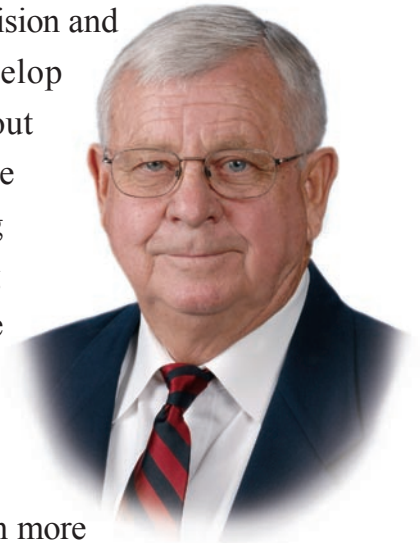
Promoting Excellence

A Message from the Mayor

In my role as mayor of our great city, I have had the good fortune to see first-hand the work of dozens of businesses, churches, and non-profits. We are truly blessed to have so many organizations and individuals who care so much about the community. It is especially rewarding when multiple entities partner with one another to advance a cause or initiative. When these partners utilize their combined expertise, experience and resources, truly great things happen.

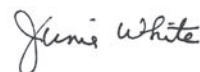
For years, the Spartanburg Housing Authority has been one of our community's best at developing productive partnerships. Over the past year alone, the SHA brought together the City of Spartanburg, Spartanburg County, Spartanburg School District 7 and several other local agencies in an effort to leverage funding from a statewide program designed to help law enforcement officers, firefighters, schoolteachers and EMS workers become homeowners. This was an excellent example of the kind of coalition building that has allowed the SHA to increase its positive impact on Spartanburg.

By developing a clear vision and then working to develop partnerships throughout the community, the Spartanburg Housing Authority is making a big difference in the lives of many of our co-workers and friends.



I encourage you to learn more about the work the SHA is doing, and to find a way to support its mission and the essential services it provides. With your support, we can help the Spartanburg Housing Authority continue to play a major part in securing a bright future for all our citizens.

Sincerely,



Mayor Junie White



2011 STATEMENT OF REVENUES/EXPENSES

In 2011, the Spartanburg Housing Authority contributed 21.8 million dollars to the local economy – an increase of more than a quarter million dollars over 2010!



Revenue:

Tenant Rental Revenue	\$2,354,396
Operating Grants	\$17,584,843
Capital Grants	\$1,177,100
Investment Income	\$2,537
Other Revenue	\$443,260

TOTAL REVENUE

\$21,562,136

Expenses:

Administrative Expenses	\$3,444,064
Tenant Services	\$519,155
Utilities	\$1,416,278
Maintenance and Operations	\$1,816,014
Protective Services	\$109,007
General Expense	\$998,729
HAP Payments	\$10,581,071
Interest Expense	\$234,747
Non Non Operating Bad Debts	\$230,000
Depreciation	\$2,111,957

TOTAL EXPENSES

\$21,461,022

Excess Revenue Over Expense

\$101,114

FINANCIALS

Expense Breakdown (Millions of Dollars)

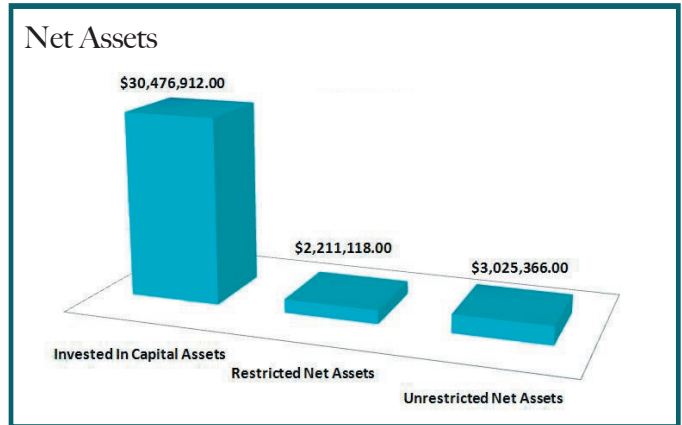
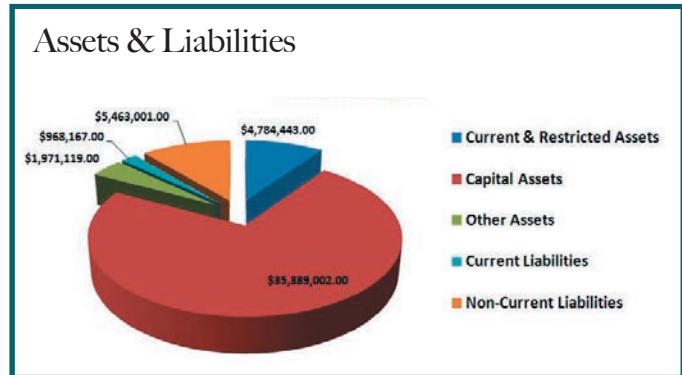
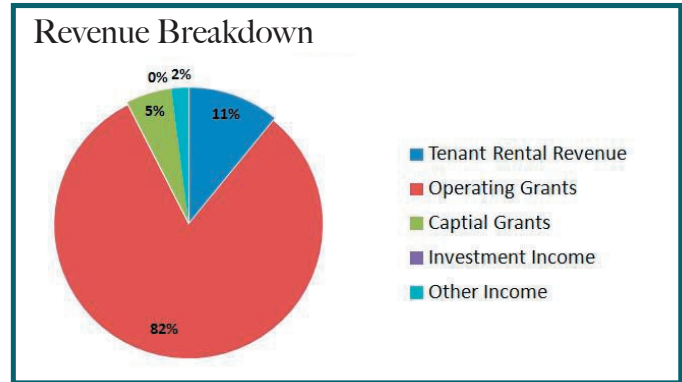


The Spartanburg Housing Authority...

is committed to fiscal responsibility and transparency. By providing detailed, accurate financial information to our stakeholders, our residents and our community, everyone is able to see first-hand the impact the Spartanburg Housing Authority has on our community.

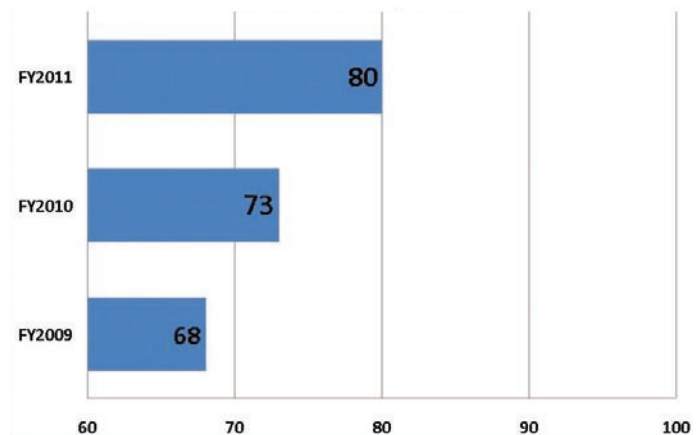
With a reduction in funding by the Department of Housing and Urban Development (HUD) of nearly 2.5 million dollars, the team of dedicated professionals at the Spartanburg Housing Authority quickly went into action to ensure that the main objective of SHA - to provide quality, affordable housing to those we serve, was not compromised.

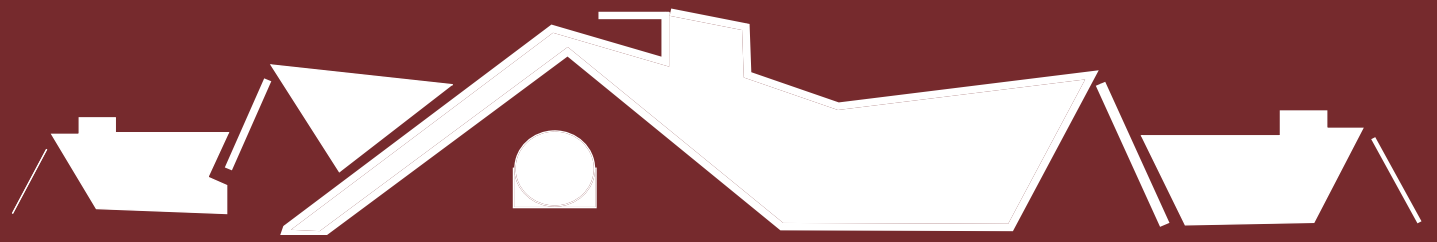
Our commitment to Spartanburg County and the success of the Spartanburg Housing Authority is exemplified in our financial strength, our ability to adjust in an ever-changing economic environment, and our dedication to successful long-term sustainability.



PHAS Score Comparison

The PHAS standards are a way in which HUD grades the Housing Authority to determine how well they are performing based on measurements put in place to monitor the financial and operational stability of the Agency.





SHAPING LIVES, A STORY OF SUCCESS



Helping Citizens of All Ages.

“My name is Lois Williams and I moved to the Village 15 years ago. Now I call it home. The two ladies (Valerie and Tanya) have helped me so much and now are very close to me like my children. I really appreciated the surprise cake on my 90th birthday. It made me cry to think someone thought enough of me to do that. God put me here and I’d never think about moving.”

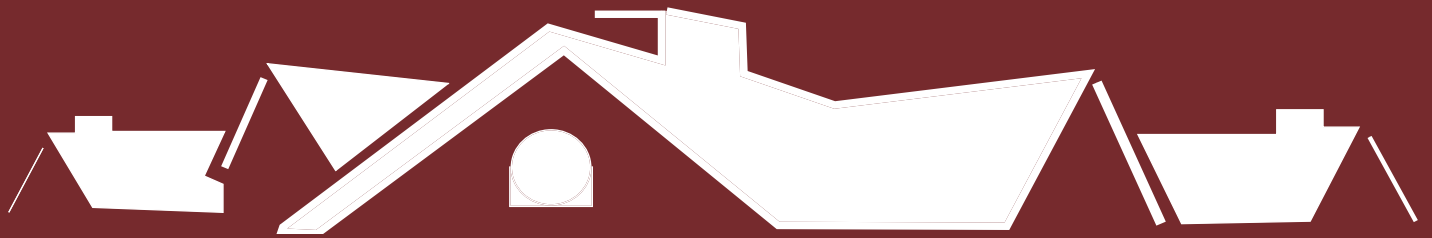


Mrs. Lois Williams

Lois Williams is a senior resident at the Spartanburg Housing Authority's Archibald Village community. She has been living in the Village for 15 years. Ms. Williams is 91 years old and in very good health for her age. While she has family in South Carolina, they are busy with their own lives and so Ms. Williams gets lonely sometimes.

Over the past year, the Elderly and Disabled Program has been able to connect Ms. Williams to various activities and programs that have helped combat this loneliness. We connected Ms. Williams to the Senior Center at the Archibald Hi-Rise. Eventhough she is in good health, the walk up the hill to the center was too much for her. Therefore, the Senior Center was able to arrange transportation for her with the Spartanburg Regional Transportation System to attend their activity and meal program several days a week. In addition, Ms. Williams has joined us for numerous shopping trips, as well as programs and day trips. She thoroughly enjoyed getting out of town to visit the SC State Museum in Columbia. Since we are able to provide transportation for her, she has participated in various Outreach Programs at the Hi-Rise, like the Christmas Party by the Lady Slippers Garden Club. Finally, we were able to make a referral to the Spartanburg Lions Club for her to get a new pair of reading glasses to assist her in daily life and activities. Through all these programs and services, Ms. Williams has seen a dramatic increase in her quality of life over the past year.

Helping seniors overcome transportation barriers, loneliness, and medical issues are some of the many ways in which the Elderly and Disabled Program at the Spartanburg Housing Authority is making a difference in the lives of our older residents.



SHAPING LIVES, A STORY OF SUCCESS



An SHA Success Story.

*Ms. Betty Miller first saw this home in 2005.
Today she resides there with her three children.*



Mrs. Betty Miller

After seeing this home in 2005, this 36-year-old single mother of three decided she definitely wanted to become a homeowner. Ms. Miller became involved as President of the Resident Council at Cammie Claggett where she lived, and worked as a lab monitor at Camp Croft. Ms. Miller became a Section 8 participant and then enrolled in the Family Self Sufficiency program. She was referred to various community agencies such as the Urban League and Spartanburg Housing Development that assisted her with her goals of rebuilding her credit and ultimately becoming a homeowner. Ms. Miller later became gainfully employed at Charter Inc. and exceeded the income limits for housing assistance, thus successfully completing the Family Self Sufficiency program in 2011.

Ms. Miller was able to purchase her first home in March of this year, using the escrow earned from the Family Self Sufficiency program as down payment.

Through hard work and determination, Ms. Miller accomplished her goals in just five years. She stated a big part of her success was that she utilized every program that the Spartanburg Housing Authority offered, got to know her Property Manager, volunteered at every opportunity, and took advantage of the free programs and services the Housing Authority offered to the residents.

We believe Mrs. Miller's success story is just one of many to come. With the assistance of dedicated area businesses and organizations as well as the efforts of industrious and generous individuals, the SHA will continue to move forward to create a bright future for the people of Spartanburg and its surroundings.



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