



SPARTANBURG HOUSING

SPARTANBURG HOUSING
2020-2023
STRATEGIC PLAN



MISSION STATEMENT

This mission of Spartanburg Housing is to develop, manage, and provide diverse, quality housing and programs to promote self-sufficiency.

VISION STATEMENT

Impacting quality of life through housing by enhancing economic mobility for the families we serve, strengthening communities, and creating strategic partnerships.

“ While the charge of Housing Authorities across the country has historically been to provide affordable housing, Spartanburg Housing endeavors to do that and more: to help families in Spartanburg thrive by reducing barriers to affordable housing, to encourage and assist families in becoming self-sufficient, and to assist them in reaching homeownership, if that is their desire. ”

Matthew W. Myers
Spartanburg Housing
Board of Commissioners,
Chair

PEOPLE, PLACES, AND PARTNERSHIPS



As Spartanburg Housing continues to elevate its presence in the community, we are pleased to present the 2020-2023 Strategic Plan. This plan serves as our roadmap and outlines our five strategic priorities and key goals as we continue to support our residents, participants, staff, and

stakeholders. We are building on our current momentum and establishing a clear direction for the organization.

Spartanburg Housing will effectively communicate and educate the community about who we are and what we do. We will focus on three key areas as we make an organizational shift, assist our families, create affordable housing opportunities, and advocate for funding and policy changes.

As we “reimagine” Spartanburg Housing and create opportunities for the families we support, we know that we cannot do this work alone. We are more powerful when we focus on collective impact. Together we can strengthen this community.

Shaunté Evans
CEO



STRATEGIC PILLARS

“ The work of Spartanburg Housing is critical to the long-term success of our community and this new vision and strategic plan puts a priority on creating opportunities where all people can succeed. More than just housing, it’s about the people, places, and partnerships. ”

Molly Talbot-Metz,
Mary Black Foundation
President/CEO
Former Spartanburg
Housing
Commissioner

PEOPLE

We will strengthen our operations and safeguard our financial stability. We will focus on talent development and create an inclusive culture while assisting the families that we serve.

PARTNERSHIPS

We will engage in mutually beneficial partnerships that align with our mission and vision.

PLACES

We will further define our housing strategy, which includes preserving and developing new housing, and ensuring equity, as we move families through the housing continuum.

80 YEARS

Spartanburg Housing has been serving
Spartanburg community for over 80 years.

3000 FAMILIES

We provide housing and/or housing
subsidy for over 3000 families across
Spartanburg County.

Public Housing Authorities across the
country continue to face funding reductions
from the federal government. We must
change the way we approach our work to
continue to be relevant and sustain our
operations. It is necessary for Spartanburg
Housing to be entrepreneurial to diversify
income streams.

Spartanburg Housing is in the midst of a
transformation as we reposition our assets
to preserve affordable housing by utilizing
the U.S. Department of Housing and Urban
Development's (HUD) Rental Assistance
Demonstration (RAD) program.

WE HAVE ESTABLISHED **FIVE STRATEGIC PRIORITIES** TO CLARIFY THE FOCUS AREAS FOR THE ORGANIZATION.

ENHANCE
ORGANIZATIONAL
AND OPERATIONAL
EXCELLENCE

STRATEGIC
PRIORITY 1

ENSURE SOUND
FINANCIAL MANAGEMENT
FOR LONG TERM
SUSTAINABILITY

STRATEGIC
PRIORITY 2

PRESERVE AND
DEVELOP THE
HOUSING PORTFOLIO

STRATEGIC
PRIORITY 3

ENGAGE IN
STRATEGIC
PARTNERSHIPS

STRATEGIC
PRIORITY 4

SUPPORT AND DEVELOP
RESIDENT
AND COMMUNITY
ENGAGEMENT

STRATEGIC
PRIORITY 5

THE STRATEGIC PLANNING PROCESS

AS SPARTNBURG HOUSING WORKS TO FULFILL THE GOALS AND OBJECTIVES IN THE PLAN, WE WILL CONTINUE THE SPIRIT OF COLLABORATION THAT HAS ENHANCED OUR PLANNING FOR THE FUTURE. BY WORKING TOGETHER WITH OUR COMMUNITY, AND ADHERING TO OUR OBJECTIVES, WE WILL ADVANCE THE MISSION OF SPARTANBURG HOUSING AND ENHANCE THE LIVES OF ECONOMICALLY-DISADVANTAGED INDIVIDUALS AND FAMILIES.

1

Human Capital Initiatives (HCI) assisted with the development of a new strategic plan. The first step in the development of this Strategic Plan was to craft a process that would engage the Board of Commissioners, management staff from all departments, and community stakeholders.

3

A strategic planning retreat was conducted with the Board and the Spartanburg Housing leadership team. After the plan was drafted, meetings were held with the Board and staff to review and obtain feedback.

2

HCI conducted individual interviews with the Board and community stakeholders to obtain impressions about the work of the organization and its role in the community.

4

On September 22, 2020, the Spartanburg Housing Board of Commissioners adopted the 2020-2023 Strategic Plan. Thanks to the commitment of those who devoted countless hours to offer ideas. This plan is truly reflective of our community and those we serve.

Enhance Organizational and Operational Excellence

SPARTANBURG HOUSING WILL STRIVE TO STREAMLINE AND AUTOMATE PROTOCOLS AND PRACTICES TO IMPROVE EFFICIENCY AND EFFECTIVENESS. WE WILL CONTINUE TO FOCUS ON BUILDING INTERNAL CAPACITY AND PROVIDING EXCELLENT CUSTOMER SERVICE.

STRATEGIC PRIORITY 1



Establish and sustain competent and efficient management of each Spartanburg Housing property.



Achieve high performance status in all applicable HUD designation categories.



Utilize technology to enhance efficiency.



Develop or update policies and standard operating procedures to ensure best practices.



Establish standards of accountability for property management.

“

The agency is about more than just housing. Staff have extended their reach to create new resident leaders through developed resident councils and community programs/ activities. They have offered many families the opportunity to personally grow above and beyond the goal of attaining affordable housing.

”

Veronica Cunningham,
Spartanburg Housing Commissioner
Resident Leader



Promote talent development to assist with building individual and organizational performance.



Expand our business continuity planning to ensure continued operations during a disaster.

Ensure Sound Financial Management for Long Term Sustainability

SPARTANBURG HOUSING WILL ENGAGE IN OPPORTUNITIES THAT WILL ENHANCE AND SECURE ITS FINANCIAL POSITION. WE MUST BE MORE ENTREPRENEURIAL AND DIVERSIFY OUR INCOME STREAMS TO BETTER SERVE FAMILIES AND DEVELOP QUALITY HOUSING.

STRATEGIC PRIORITY 2



Establish a property management company.



Diversify revenue streams to ensure future financial stability.



Continue to evaluate and implement financial methods to ensure best practices and compliance.



Implement Scattered Site Disposition Strategy.



Continue monitoring Housing Choice Voucher program expenses and leasing to ensure financial sustainability.



Preserve and Develop the Housing Portfolio

SPARTANBURG HOUSING WILL DEVELOP AND IMPLEMENT INNOVATIVE STRATEGIES IN PURSUIT OF OUR GOAL TO MODERNIZE OUR HOUSING PORTFOLIO.

STRATEGIC
PRIORITY 3



Increase housing portfolio by **200** units.



Perform a comprehensive property assessment of every Spartanburg Housing property.



Assess, determine, and implement the Rental Assistance Demonstration (RAD) program at appropriate Spartanburg Housing sites.



Reposition Spartanburg Housing's public housing units.



Engage in Strategic Partnerships

SPARTANBURG HOUSING WILL FURTHER DEVELOP OR EXPAND MUTUALLY BENEFICIAL PARTNERSHIPS
IN SUPPORT OF OUR STRATEGIC PRIORITIES AND GOALS.

STRATEGIC PRIORITY 4



Improve and increase owner participation to provide more affordable units for voucher program participants.



Expand current mixed income housing stock through public and private partnerships.



Seek unique grant opportunities that align with the goals of Spartanburg Housing.



Develop and implement a Governmental Affairs framework to guide strategic advocacy efforts.



Support and Develop Resident and Community Engagement

SPARTANBURG HOUSING WILL ENRICH RESIDENT EXPERIENCES BY BUILDING ON THE SERVICES AND SUPPORT THAT WE CURRENTLY PROVIDE.

STRATEGIC
PRIORITY 5



Develop and implement an effective communications plan that will educate and inform the Spartanburg community.



Advance the opportunities for youth programs and services.



Improve engagement of Spartanburg Housing residents and participants.



Devise a plan to promote employment and reduce financial dependency.





PEOPLE, PLACES, AND PARTNERSHIPS

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