



SPARTANBURG HOUSING

2024-2028
STRATEGIC PLAN



When we introduced our 2020-2023 Strategic Plan, no one could have imagined the lasting impact of the pandemic. We learned to be more resourceful, flexible, and forward thinking. We rebranded the agency to Spartanburg Housing and began to reimagine how we operate, how we communicate, and how we serve. Although a lot has changed over the past three years, one thing remains the same, we must serve this community by providing housing options that are affordable for a diverse population.

SPARTANBURG HOUSING IS NOT THE HOUSING AUTHORITY OF THE PAST. WE OPERATE AND APPROACH OUR WORK DIFFERENTLY.

We are property managers, developers, service coordinators, conveners, and game changers. We are focusing on the present, while planning for the future. I am pleased to introduce Spartanburg Housing's 2024-2028 Strategic Plan. This plan will assist us in ordering our steps as we focus on Housing Preservation and Development, Resident Services, Operational Efficiencies, and Community Impact.

Spartanburg Housing continues to consider the Rental Assistance Demonstration (RAD) program as a viable option as we redevelop our properties and build new housing. Considering the housing challenge in this community, we must evaluate all funding sources and redevelopment options. There are finite resources available through competitive proposal processes to build housing that is affordable for the families we serve. In addition, we will continue to utilize the Housing Choice Voucher Homeownership program to make homeownership a reality for families.



THE RESIDENTS ARE THE CORE OF WHAT WE DO AND WHY WE EXIST.

SPARTANBURG HOUSING STRIVES TO PROVIDE QUALITY PROGRAMS AND SERVICES AND CONNECT FAMILIES TO AVAILABLE COMMUNITY RESOURCES.

WE WILL CONTINUE WITH A LASER FOCUS ON SERVING THE YOUTH AND USING OUR FLEXIBILITY AS A MOVING TO WORK AGENCY TO HELP FAMILIES ADVANCE.

Spartanburg Housing will make a lasting impact in the Spartanburg community for the families we serve, create affordable housing opportunities, and actively advocate for effective housing policies.

Shaunté Evans

Chief Executive Officer





1

KICKED OFF PLANNING

2

DISCOVERY SESSIONS

- Held listening sessions with stakeholders
 - Spartanburg Housing Board of Commissioners, Staff and Leadership, Resident Council Members, Local Developers, City and County Officials, Nonprofit Organization Leaders
- Conducted a comprehensive SWOT analysis

3

DEFINED WILDLY IMPORTANT GOALS

- Set the organizational direction for the agency; our key things to focus on
- Determined what could be attainable within the suggested timeframe

4

WORKING GROUP SESSIONS

- Brainstormed and created departmental and community objectives
- Assigned responsibilities for each task

5

DRAFT STRATEGIC PLAN

- Assessed feedback provided by all external and internal stakeholders
- Considered how progress will be evaluated along the way

6

STRATEGIC PLAN FINALIZED

- Will now implement and monitor the goals and celebrate achievements

“

“Spartanburg housing is dedicated to enhancing economic mobility for families we serve by providing diverse affordable housing opportunities and programs. our hope is that every Spartanburg family can reach self-sufficiency, making our community stronger.”

JOHN FAIREY

SPARTANBURG HOUSING BOARD CHAIR

”

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 building new housing, and ensuring equity, as we move families through the housing continuum.

PEOPLE

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



IMPACT BY THE NUMBERS

Spartanburg Housing provides housing assistance to over 5,200 children, adults and seniors through its Public Housing, Housing Choice Voucher and Mixed-Income housing programs. The agency has approximately 50 team members, with an annual operating budget of \$25 million.

Spartanburg Housing's affordable housing programs include 6 public housing properties and more than 2,600 vouchers in the Housing Choice Voucher and special programs.



Spartanburg Area Housing Corporation (SAHC) is a nonprofit development affiliate of Spartanburg Housing. SAHC was created in 2017 to facilitate the preservation and development of housing for families with diverse incomes in Spartanburg County. SAHC leads development efforts to increase the number of units that are affordable for families that earn 30%-80% of the area median income.



Housing360 is the nonprofit supportive services affiliate of Spartanburg Housing that was created in 2022. Through this entity, we provide supportive services to residents (families, youth, and seniors). Staff also offers progressive housing programs that promote self-sufficiency and economic independence. Primarily, Housing360 assist families through direct services, workshops, and trainings.



MOVING TO WORK PROGRAM

Spartanburg Housing is pleased to be among the select public housing authorities to have received a Moving to Work (MTW) designation by the U.S. Department of Housing and Urban Development (HUD). MTW is an initiative that provides agencies the opportunity to design and test innovative, locally designed strategies to:



Reduce costs and achieve greater cost effectiveness with federal funding;



Assist housing program participants to obtain employment and become economically self-sufficient



Increase housing choices for eligible low-income families.

The MTW program allows Spartanburg Housing to be exempted from many existing public housing and Housing Choice Voucher (HCV) rules and provides flexibility with how we use our federal funds. Additionally, the agency is participating in the MTW Landlord Incentives Cohort, to evaluate landlord incentives and their effect on landlord participation in the HCV program.

Our MTW status is significant because it allows us flexibility in how we operate our programs to better meet the needs of the Spartanburg community.

DEMOGRAPHICS

MEDIAN HOUSEHOLD INCOME:

HCV average income **\$15,763.82**
 PH average income **\$12,924.27**

HCV Programs

HCV-Tenant Based

Project-Based Vouchers

Rental Assistance Demonstration (RAD)

Mainstream

Veterans Affairs Supportive Housing (VASH)

Totals

Units

1736

273

495

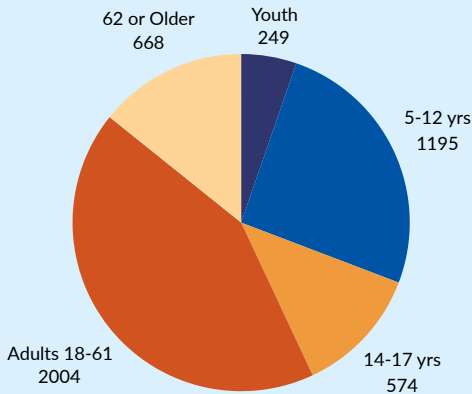
150

5

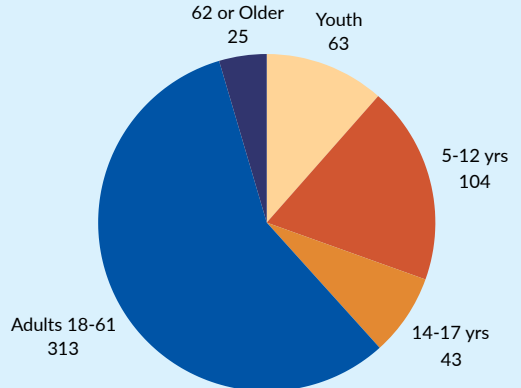
2659

WHO WE SERVE (HCV AND PH):

HCV - Housing Choice Voucher



PH - Public Housing



Disclaimer: The data presented above was current as of January 2024. This information is subject to change.

2024-2028 STRATEGIC PRIORITIES

1 Expand affordable housing opportunities and preserve existing assets to ensure long-term sustainability for a growing Spartanburg community.

2 Optimize the impact of programs for residents to improve their quality of life.

3 Nurture innovation that drives efficiency and data-driven decision-making.

4 Serve as a leader and convener to foster productive relationships that enhance housing and service opportunities throughout Spartanburg County.



MISSION STATEMENT

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.

HOUSING DEVELOPMENT

Expand affordable housing opportunities and preserve existing assets to ensure long-term sustainability for a growing Spartanburg community.

We are keenly focused on developing new affordable housing and being responsible stewards of the housing resources we have today. To successfully achieve our housing goal, we will analyze the physical and financial conditions of our existing housing properties to develop an asset repositioning and investment plan, to include priorities and pathways to guide future modernization, new development, and acquisition decisions for growth.





WE WILL:

- Assess the current physical conditions of all properties to determine levels of capital needs and priority properties.
- Identify Moving to Work funding opportunities to finance development.
- Determine resident relocation options to support redevelopment.
- Create and implement an Asset Repositioning and Growth Plan to preserve existing assets and add 200 additional units to Spartanburg Housing's portfolio.
- Determine how Spartanburg Housing can become a successful self-developer.
- Establish an internal Spartanburg Housing Property Management team for non-public housing properties.

What this means for Spartanburg: More quality affordable housing and a continued commitment to preserve existing affordable housing to meet the needs of our growing community.

RESIDENT SERVICES

Optimize the impact of programs for residents to improve their quality of life.

We are expanding our efforts to further support our residents with achieving their educational and economic goals. With this goal, our residents' success is our success. We will work closely with each individual and family to listen to their desires and dreams, and we will leverage our resources with those of our many community service partners to assist our residents in advancing their quality of life and achieving good health and financial security.





WE WILL:

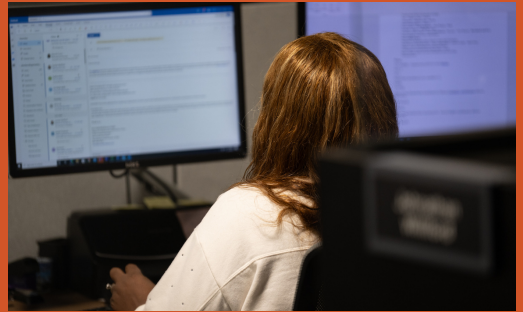
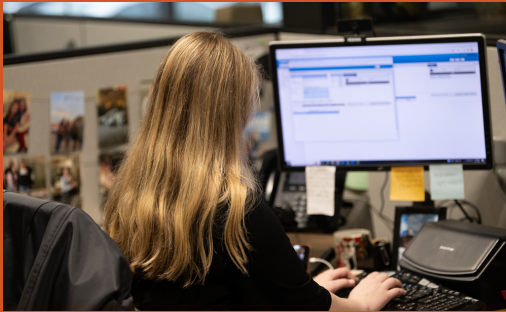
- Increase employment of residents in the public housing program using Moving to Work flexibilities.
- Improve education outcomes of the youth and adults that reside in public housing.
- Focus on housing stability initiatives throughout our programs.
- Work with partners to implement and enhance youth programs.
- Partner to improve residents' access to healthcare resources.
- Expand partnerships to grow onsite engagement opportunities for seniors.

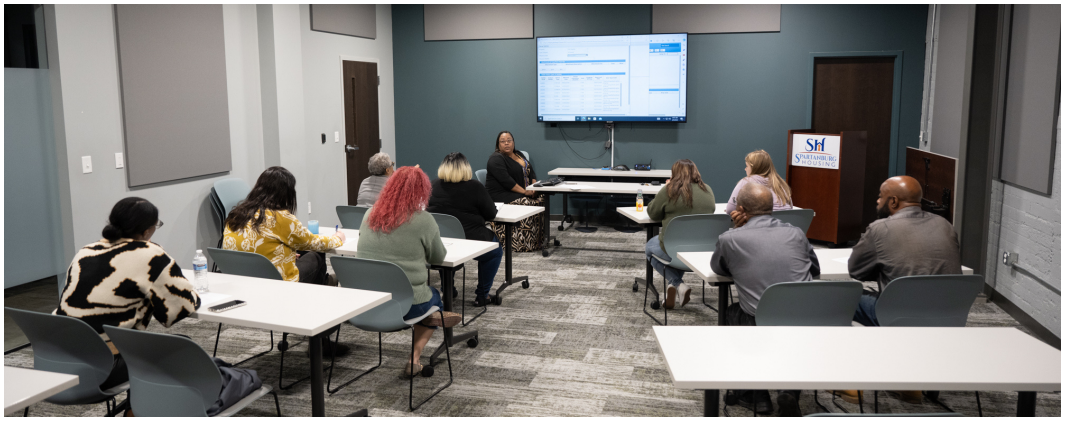
What this means for Spartanburg: A more robust, collaborative, community-wide engagement with Public Housing residents, to empower and equip them to improve their quality of life and achieve educational and employment success.

OPERATIONAL EFFICIENCIES

Nurture innovation that drives efficiency and data-driven decision-making.

We are deeply committed to our responsibility to be good stewards of the limited resources provided for our affordable housing programs. With this in mind, we will review, analyze, and scrutinize our procedures, practices and policies, to ensure integrity, accountability, effectiveness and efficiency throughout our programs and operations.





WE WILL:

- Maximize efficiencies allowed through the Moving to Work program designation.
- Transition to paperless operations.
- Improve current software system utilization.
- Improve the user experience and access to information on our website.
- Develop and implement more Standard Operating Procedures to improve efficiencies and effectiveness.
- Implement staffing and organizational changes to best support priorities and programs.
- Enhance training opportunities for our staff.

What this means for Spartanburg: Improved systems, processes and data, to serve as a more nimble, innovative and efficient affordable housing provider.

COMMUNITY IMPACT

Serve as a leader and convener to foster productive relationships that enhance housing and service opportunities throughout Spartanburg County.

We are committed to amplifying our role as a vital and contributing member of the Spartanburg community. We will further strengthen our relationships with the many local individuals and organizations that are similarly devoted to collaborating and partnering to support the housing, social service, and economic mobility needs of individuals and families throughout our community.

WE WILL:

- Serve as a key participating member in community housing initiatives.
- Build greater awareness of our programs, services and impact.
- Enhance the visibility of the agency and its team members throughout the community.

What this means for Spartanburg: A collaborative community, bonded through shared priorities and a common desire to meet the housing, health, education and employment needs of our neighbors.



Spartanburg Housing would like to thank the Board of Commissioners, employees, community leaders, stakeholders, and residents who participated in the feedback sessions. Our thanks to CVR & Associates for their assistance.



ACKNOWLEDGEMENTS

John O. Fairey, Jr. - Chair
Brooks Gaylord - Vice Chair
Dr. Reggie Browning, Ed.D
Dr. Ebony Gaffney, MD
Michelle Jones
Chunsta Miller
Matthew W. Myers

