

# Moving *Forward* & *Staying the Course*

## REPORT OF ACHIEVEMENTS

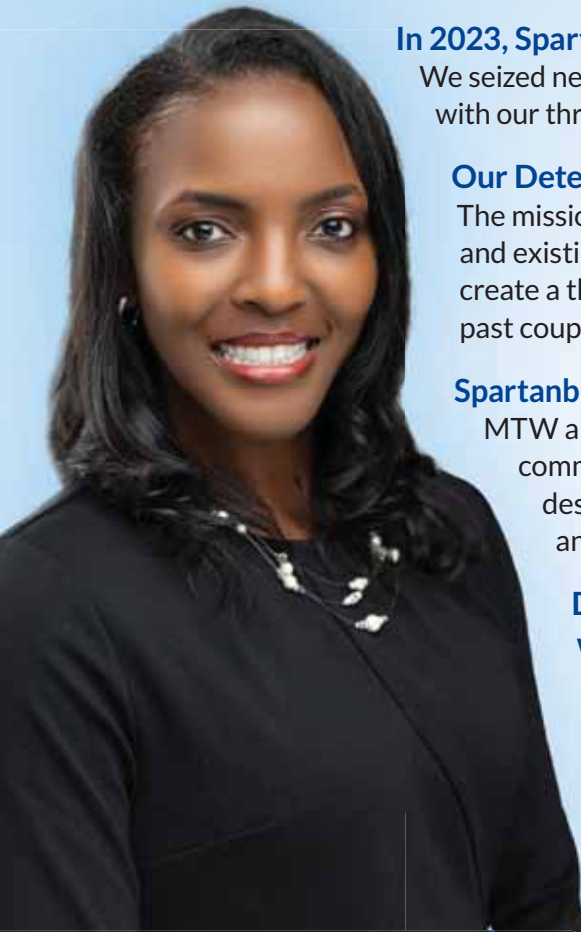
January 2023 → December 2023



[SpartanburgHousing.org](https://SpartanburgHousing.org)

# Moving *Forward* & Staying the *Course*

A Message from the **CEO**



**SHAUNTÉ EVANS**  
Chief Executive Officer

**2,780 FAMILIES**  
Spartanburg Housing provides housing and/or housing subsidy for about 2,780 families across Spartanburg County.

**85 YEARS**  
Spartanburg Housing has been serving the Spartanburg community since 1939.

*“The only thing a person can ever really do is keep **MOVING FORWARD**. Take that big leap forward without hesitation, without once looking back.”*

—Alyson Noel

**In 2023, Spartanburg Housing focused on Moving Forward and Staying the Course.** We seized new funding and program opportunities and overcame operational challenges with our three strategic pillars, People, Places, Partnerships, as the backdrop.

**Our Determined Minds afterschool program continued to expand.** The mission of the program is to identify and build upon the assets of residents and existing resources of the Prince Hall and Camp Croft neighborhoods to create a thriving community environment. It has grown significantly over the past couple years with support from Wofford College and USC Upstate.

**Spartanburg Housing is 1 of 126 Moving to Work (MTW) agencies in the country.** MTW allows agencies to test innovative strategies to better serve the community. In 2022, Spartanburg Housing received this unique designation and in 2023 implemented several incentives to retain and attract landlord for our Housing Choice Voucher program.

**Despite a challenging a housing market with high interest rates, we worked with families that desired to be homeowners.** Five families purchased a home using their housing choice voucher.

**Spartanburg Housing has been fortunate enough to be fueled by some amazing team members that kept us moving forward.** We celebrated bittersweet moments of colleagues that are now chartering a new course while welcoming new members to the Spartanburg Housing family.

We had a wave of highs in 2023, however, experienced an unforgettable low as we mourned the loss of a dear colleague, John “JP” Prophette. JP worked tirelessly for Spartanburg Housing and was the epitome of being a great colleague and team player and will be missed.

**Spartanburg Housing will continue to stretch as we effectively serve this community.**

Serving The City of **SPARTANBURG** & Spartanburg County, SC



## OUR MISSION

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

## OUR VISION

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

## Board of Commissioners



**John Fairey, Jr.**  
Board Chair



**Brooks Gaylord**  
Vice-Chair



**Reggie Browning**



**Matthew Myers**



**Chunsta Miller**



**Michelle Jones**



**Ebony Gaffney**

## Senior Leadership



**Jacquetta Harris**  
Chief Operating Officer



**Joseph Jackson**  
Director of Development



**Teresa Moultrie**  
Director of Leased Housing



**Patricia Howard**  
Director of Finance



**Javez Henderson**  
Director of Resident Services & Community Engagement



**Beverly Villella**  
Director of Human Resources

# Our Strategic Pillars

## PEOPLE • PLACES • PARTNERSHIPS

The Strategic Pillars serve as the foundation of our **STRATEGIC PLAN.**

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

# 5

## STRATEGIC PRIORITIES

We have established 5 Strategic Priorities to clarify the focus areas for the organization.

1

Enhance Organizational & Operational Excellence

3

Preserve & Develop the Housing Portfolio

2

Ensure Sound Financial Management for Long-Term Sustainability

4

Engage in Strategic Partnerships

5

Support and Develop Resident & Community Engagement

Moving **Forward** & Staying the **Course**

STRATEGIC PRIORITY **1**  
Enhance Organizational & Operational Excellence

## Our Entity Engagements & Programs

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 a mix of repositioning strategies.

### Employee Engagement

We recognize the importance of Employee Engagement. The agency strives to make sure employees feel valued, appreciated, and heard. The following changes were completed in 2023:

#### OFFICE HOURS CHANGED

The agency's new operating hours are  
Monday - Thursday 8:00am to 5:30pm.  
Friday 8:00am to 12:00pm

#### A QUIET ROOM/LOUNGE AREA was created for employees.

A SUGGESTION BOX was established and placed in a convenient location for employees to express their ideas/comments.

#### A COMPENSATION STUDY

was conducted to keep our agency competitive in the workplace.

#### A NEW PAYROLL SYSTEM was implemented, using Payfluent.

#### EMPLOYEE HANDBOOK CHANGES

were made to emphasize the importance of setting clear standards, staying consistent with policies and procedures, and compliance with industry standards.

#### EMPLOYEE COMMITTEE

We continue to keep open communication within the agency through employee achievement recognition and performance incentives.

### 2023 HR Initiatives

#### ENGAGED EMPLOYEE ASSISTANCE PROGRAM

Reduce stress, improve mental health, and make life easier by connecting to the right information, resources, and referrals.

All services are free, confidential, and available to employees and family members. This includes access to videos, short-term counseling and a range of other services.

#### SERVICES INCLUDE:

- Mental Health Sessions
- Life Coaching
- Financial Consultation
- Legal Consultation
- Work-Life Resources & Referrals

## Staff Awards, Certifications & Recognitions

### Service Recognitions

20 YEARS



ANTHONY PROCTOR

15 YEARS



TAMMY MURRAY

10 YEARS



JOSE CALICDAN

5 YEARS



JOHNATHAN WILLIFORD

5 YEARS



RICHARD HAWKINS

### 2023 Recognitions

SHAUNTÉ EVANS

Leadership South Carolina Graduate

CALLIE HENLINE

Spartanburg County Citizens Academy Graduate

JOSEPH JACKSON

Urban Land Institute (ULI) SC REDI Graduate

LATOYA LYLES

Grassroots Leadership Development Institute Graduate

ANNE RADUE

SC Developmental Disabilities Council Partners in Policymaking Graduate

### 2023 Certifications

JIMMY DEMBY

Certificate for Apartment Maintenance Technicians

JAVEZ HENDERSON

Fundamentals for Youth-Serving Providers

STEPHANIE MCDOWELL, RENA SMITH

Effective Interviewing for Program Integrity Certification

TERESA MOULTRIE

HCV Executive Management Training

BRENDA OGLESBY

Public Housing Rent Calculation Certification

CAROLYN WOFFORD

HCV Housing Specialist Training

## Staff Awards, Certifications & Recognitions

### SHASC.org Wins CCHRCO Website of the Year Award

For 3rd Year in a Row!



### Determined Minds Afterschool Program Recognized by the Campaign for Grade-Level Reading

Spartanburg Housing was awarded first place and a grant in the amount of \$1,250 for its Determined Minds Afterschool Program. The program, which has sites at Camp Croft Courts and Prince Hall Apartments, provides homework assistance, tutoring, arts & crafts, special events, and field trips. The program was also awarded the Public Housing Communities Honor Roll by **The Campaign for Grade-Level Reading** for having a significant impact on reading through community partnerships.



### Spartanburg Housing Receives Peggy T. Gignilliat Preservation Award

Spartanburg Housing received the award for the work and construction of its current office building, the Star Mills building. Spartanburg County Historical Association created the Peggy T. Gignilliat Award to recognize Mrs. Gignilliat's tireless preservation efforts in Spartanburg County. This award is given to those who follow in her footsteps, based on an established set of criteria.



## Financial Highlights

### FY 2023 Financial Highlights

- Higher Grant Revenues Received
- Expenditures Were Efficiently Managed
- No Financial Audit Findings

### Submission to REAC/ HUD Reports on Time

- Voucher Management System Reporting
- PH Annual Operating Subsidy
- Federal Audit Clearing House
- HUD Financial Data Schedule

## ASSETS

The assets of SH exceeded its liabilities at the close of the most recently audited fiscal year by **\$46,360,329** (net position) as compared to **\$44,457,815** for the prior year.

## CASH BALANCE

**\$9,073,748** as of September 30, 2022 representing an increase of **\$2,137,761** from the September 30, 2021 balance of **\$6,935,987**

## REVENUE & EXPENSES

SH had total revenue of **\$26,121,003** and total expenses of **\$24,218,489** for the year ended September 30, 2022

## POST-EMPLOYMENT LIABILITIES

As a result of participation in South Carolina Retirement System (SCRS), SH's unfunded post-employment liabilities increased **\$617,094** from **\$3,135,532** as of September 30, 2021, to **\$3,752,626** as of September 30, 2022.

## Comparative Statements of Net Position

ASSETS	2022	2021	Increase (Decrease)	% Variance
Cash and Cash Equivalents	\$9,073,748	\$6,935,987	\$2,137,761	30.82%
Other Current Assets	\$553,402	\$598,544	(\$45,142)	-7.54%
Noncurrent Assets	\$51,238,577	\$46,950,135	\$4,288,442	9.13%
Deferred Outflow of Resources	\$1,065,805	\$562,402	\$503,403	89.51%
<b>Total Assets &amp; Deferred Outflows</b>	<b>\$61,931,532</b>	<b>\$55,047,068</b>	<b>\$6,884,464</b>	<b>12.51%</b>
LIABILITIES				
Current Liabilities	\$1,698,580	\$1,296,099	\$402,481	31.05%
Noncurrent Liabilities	\$13,189,751	\$8,262,382	\$4,927,369	59.64%
Deferred Inflow of Resources	\$682,872	\$1,030,772	(\$347,900)	-33.75%
<b>Total Liabilities &amp; Deferred Inflows</b>	<b>\$15,571,203</b>	<b>\$10,589,253</b>	<b>\$4,981,950</b>	<b>47.05%</b>
NET POSITION				
Investment in Capital Assets	\$10,547,194	\$13,398,031	(\$2,850,837)	-21.28%
Restricted Net Position	\$3,380,821	\$3,683,813	(\$302,992)	-8.22%
Unrestricted Net Position	\$32,432,314	\$27,375,971	\$5,056,343	18.47%
<b>Total Net Position</b>	<b>\$46,360,329</b>	<b>\$44,457,815</b>	<b>\$1,902,514</b>	<b>4.28%</b>
REVENUES	2022	2021	Increase (Decrease)	% Variance
Tenant Revenue	\$2,577,255	\$2,341,638	\$235,617	10.06%
HUD Operating Grants	\$18,470,076	\$18,531,641	(\$61,565)	-0.33%
CFP - Capital Grants	\$937,808	\$1,904,800	(\$966,992)	-50.77%
Other Government Grants	\$1,229,888	\$751,284	\$478,604	63.70%
Other Revenue	\$2,784,398	\$1,115,532	\$1,668,866	149.60%
Investment income	\$1,578	\$1,749	(\$171)	-9.78%
Gain/(Loss) on Sale	\$120,000	(\$351,142)	\$471,142	-134.17%
<b>Total Revenues</b>	<b>\$24,498,431</b>	<b>\$26,204,494</b>	<b>(\$1,706,063)</b>	<b>-6.51%</b>
EXPENSES				
Administrative	\$3,251,331	\$3,434,307	(\$182,976)	-5.33%
Tenant Services	\$58,436	\$140,328	(\$81,892)	-58.36%
Utilities	\$840,071	\$787,503	\$52,568	6.68%
Maintenance	\$2,339,807	\$1,606,610	\$733,197	45.64%
Protective Services	\$15,236	\$24,353	(\$9,117)	-37.44%
Insurance	\$308,872	\$283,205	\$25,667	9.06%
General	\$1,090,895	\$1,097,755	(\$6,860)	-0.62%
Housing Assistance Payments	\$14,687,619	\$13,627,705	\$1,059,914	7.78%
Depreciation	\$1,339,061	\$1,161,594	\$177,467	15.28%
Interest	\$229,466	\$114,023	\$115,443	101.25%
Casualty Losses, Non-Capitalized	\$57,695	-	\$57,695	100.00%
Fraud Losses	-	\$200,000	(\$200,000)	-100.00%
<b>Total Expenses</b>	<b>\$24,218,489</b>	<b>\$22,477,383</b>	<b>\$1,741,106</b>	<b>7.75%</b>
Change in Net Position	\$1,902,514	\$1,818,119	\$84,395	4.64%
Net Position - Beginning	\$44,457,815	\$42,639,696	\$1,818,119	4.26%
Net Position - Ending	\$46,360,329	\$44,457,815	\$1,902,514	4.28%

## Public Housing



### SPARTANBURG AREA HOUSING CORPORATION (SAHC)

SAHC is a nonprofit development affiliate of Spartanburg Housing 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 who earn 30%-80% of the area median income.

### Public Housing Portfolio

Property	# of Units	Year Built
Archibald Village	50	1970
Archibald Hi-rise	150	1971
Scattered Sites	14	Various
Prince Hall	100	1970
Camp Croft	96	1952
Cambridge Place	6	2015

### Resident Profile (Avg.)

Household Size

2

Head of Household Age

51

Years as Resident

4.3

Annual Gross Income **\$13,878**

### Waiting List Summary

1 Bedroom

1,501

Applicants

2 Bedrooms

500

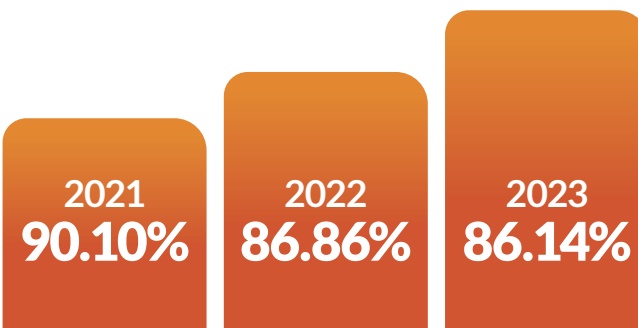
Applicants

3 Bedrooms

608

Applicants

### Occupancy Rate



### New Admissions

90

Number of families admitted to the Public Housing Program from 10/01/22 to 09/30/23.

Income Range	Percentage
Extremely Low	78.05%
Very Low	9.75%
Low	12.20%

## Property Capital Investments & Improvements

### Results of Capital Investments Procurement

**\$638,132**

Pumped Into Economy, Creating Opportunity for Local/Regional Businesses (2023)

All SH communities were built during the period of 1952-1970. SH uses Capital Funds from HUD to make capital improvements and extend the life of the public housing portfolio.

In FY 2023, SH was Awarded **\$1,257,024** for capital improvements for its public housing.

#### ARCHIBALD RUTLEDGE

**\$124,464**

##### Installed/Replaced

- Water Heaters
- Commodes
- PTACs
- Refrigerators

##### Repairs

- Roofing

##### Site Work

- Landscaping (Tree Removal, Boulders and Foliage Added to Improve Curb Appeal)

#### ARCHIBALD VILLAGE

**\$90,746**

##### Installed/Replaced

- Water Heaters
- Commodes
- PTACs
- Refrigerators & Stoves (in progress)

##### Repairs

- Roofing

##### Site Work

- Pressure Washing
- Landscaping (Tree Removal, Boulders and Foliage Added to Improve Curb Appeal)

#### PRINCE HALL

**\$235,683**

##### Installed/Replaced

- Roofing
- Refrigerators & Stoves (in progress)
- Hardwired Smoke Detectors in Bedrooms

##### Repairs

- Plumbing
- Drainage

##### Site Work

- Landscaping (Tree Removal, Boulders and Foliage Added to Improve Curb Appeal)

#### CAMP CROFT

**\$157,492**

##### Installed/Replaced

- Roofing
- HVACs
- Bathtubs
- Drainage
- Hardwired Smoke Detectors in Bedrooms

##### Site Work

- Landscaping (Tree Work, Mulching, Boulders and Foliage Added to Improve Curb Appeal)

#### CAMBRIDGE PLACE

**\$29,747**

##### Installed/Replaced

- Washers/Dryers
- Refrigerators
- Stoves

##### Site Work

- Landscaping (Tree Work, Mulching, Boulders and Foliage Added to Improve Curb Appeal)



### Occupied Scattered Sites

Completion of substantial rehabilitation at 4134 East Croft Circle and 115 Chelsea Street



4134 EAST CROFT CIRCLE

Before



After



115 CHELSEA STREET

Before



After

## HCV Programs & Landlords

### Become an HCV Landlord

The process is simple for those interested in becoming a landlord for the HCV Program. Landlords with available units in Spartanburg County are eligible to become program participants.

For more information visit:  
[SpartanburgHousing.org/become\\_a\\_landlord](https://SpartanburgHousing.org/become_a_landlord)  
or contact our HCV Administrative Office at:  
**864-598-6048**

**\$15,071,819**

Housing Assistance  
Payments Paid to  
**368 Landlords**

**5**

Participants Purchased Their Homes  
with a Housing Choice Voucher

**17**

Families Currently Enrolled in the  
HCV Homeownership Program

**9**

Additional Vouchers Were  
Received for Homeless Families

**2**

Landlord Engagement Events Held

#### Total Number of Vouchers

HCV	RAD-PBV	VASH	Mainstream
<b>1,727</b>	<b>768</b>	<b>5</b>	<b>150</b>

### HIGH PERFORMER STATUS achieved on SEMAP for FY2023

#### Moving to Work (MTW)



Moving to Work (MTW) is a demonstration program for public housing authorities (PHAs) that provides the opportunity to design and test innovative, locally designed strategies that use Federal dollars more efficiently, helps residents find employment and become self-sufficient, and increases housing choices for low-income families. MTW allows exemptions to designated PHAs from many existing public housing and voucher rules and provides funding flexibility with how they use their federal funds.

In January 2021, HUD published a notice to invite PHAs to submit applications for the landlord incentives cohort, which will evaluate landlord incentives and their effect on landlord participation in the Housing Choice Voucher (HCV) program. PHAs in this cohort of the MTW Expansion must implement at least two MTW landlord incentive activities from a provided list of MTW landlord incentive activities. Spartanburg Housing applied for MTW status in October 2021.

In January 2022, Spartanburg Housing was designated as a MTW agency.

## HCV Programs & Landlords

### New Landlord Incentives

SH held a meeting in May 2023 to inform landlords of five new incentives that would be initiated in June 2023. Twenty-six landlords attended.

SH held its first Landlord Quarterly Luncheon on November 16th, 2023, to discuss with the landlords the upcoming tax season, RentCafé and how the new Landlord Incentives were going. Twenty-four landlords attended the luncheon.

**\$500 Sign-On Bonus**

**\$100 Current Landlord Bonus**

**\$100 Landlord Referral Bonus**

**\$500 Vacancy Loss Compensation**

**\$1,250 Damage Claim Compensation**

#### SIGN-ON BONUS

**\$500**

A one-time bonus of \$500 for any new landlord or landlord who has not rented to a resident within the last 180 days.

#### LANDLORD REFERRAL BONUS

**\$100**

Paid to existing landlords who refer a new landlord to our program.

#### CURRENT LANDLORD BONUS

**\$100**

Paid to existing landlords based on the number of years they have been with SH. Landlords receive a \$100 bonus for every five years.

#### DAMAGE CLAIM COMPENSATION

**up to \$1,250**

Landlords can receive up to \$1,250 for damages given they follow the procedure outlined to them.

#### VACANCY LOSS COMPENSATION

**up to \$500**

Paid to existing landlords when one HCV tenant moves out and the landlord rents to another HCV resident. The amount of the compensation is based on the number of days a unit is vacant within 90 days.

## The Homeownership Transition Process

1. Letter of Interest/Application

2. Orientation Session

3. One-on-One Action Plan

4. Homebuyer Education Course

5. Pre-Application

6. Home Search

7. Home Selection

8. Home Inspection

9. Closing & Family

Move-In

### Homeownership Testimonial

“ I’m grateful for becoming a homeowner. First and foremost, I want to thank Spartanburg Housing (Meridith), ReGenesis and Habitat for Humanity.

Thank you for believing in me and making my dream come true. I work hard daily, to improve the things that I know I need to do to become a Homeowner. I never gave up once. I knew what I had to do to accomplish my goals for the dream for me and my son. The lovely neighborhood I’m in, it’s quiet, I feel very safe. I love how my son is in a safe environment. Ever since being in our new home, we have learned to lean and give each other the strength we need daily. Sta’brayan loves that he has his own yard where he can play and help plant beautiful

flowers that enhance our first home. On sunny days we walk the trail and Sta’brayan loves going over the bridge to see the water and the surrounding environment. He never wants to leave home, he’s thankful for his Mommie for getting us this home. Every day he says Mommie I love you, I love our home, we did it. I shed tears daily, and I scream & give my highest praises to God. Without God, I wouldn’t be where I’m at right now. Owning a home takes strength, dedication, and hard work. I’m prepared for our future here in this beautiful community. I know my son has a stable home where we grow up and share all our memories and laughter with each other. Thanks to everyone that supported me during my journey, I’m very thankful.

- Shunda Tate



Read more about the Homeownership Program at:  
[SpartanburgHousing.org/homeownership](http://SpartanburgHousing.org/homeownership)

## Engaging the Community with Programs & Partnerships

### New Partnerships



Bevid Medical  
BevidMedical.com



CAROLINA FoothILLS  
FEDERAL CREDIT UNION  
We move you forward.

Carolina Foothills Credit Union  
CarolinaFoothillsFCU.coop



Clemson-SNAP Ed  
ClemsonSnapEd.com



Grace-Mar  
GraceMar.org



Joannes Safe Haven  
JoannesSafeHaven.square.site



WholeSpire  
Wholespire.org



YMA Wealth Advisors  
YMAWealthMgt.com

### New Programs

A NEW U  
FREE MEALS  
PROGRAM

SILVER  
SNEAKERS  
PROGRAM

BEVID MEDICAL  
PROGRAM AT  
ARCHIBALD  
RUTLEDGE

STEM  
CLUB

JC BULL  
SOCIAL CLUB

YOUTH CAREER  
EXPLORATION  
PROGRAM



## Engaging the Community with Programs & Partnerships

### VASH: Veterans Affairs Supportive Housing

The HUD-Veterans Affairs Supportive Housing (HUD-VASH) program combines HUD's HCV rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs (VA). VA provides these services for participating Veterans at VA medical centers, community-based outreach clinics, through VA contractors, or through other VA designated entities. Spartanburg Housing recently leased all VASH allocated by HUD.



**2 YEARS**  
IN A ROW

Spartanburg Housing has the distinction of being the **only housing agency in South Carolina** utilizing all of their **HUD vouchers**.

### Coats For Kids Program

Spartanburg Housing partnered with the Lions Club of Spartanburg to donate 120 coats in several styles and colors to young residents at Victoria Gardens and Prince Hall Apartments. Families were happy and thankful to receive them.



## Engaging Our Residents



**HOUSING360** is the nonprofit supportive services affiliate of SH, created in 2022 to provide supportive services to residents (families, youth, and seniors) and offers progressive housing programs that promote self-sufficiency and economic independence. Primarily, Housing360 assists families through direct services, workshops, and training.

### Resident Council

The role of a resident council is to improve the quality of life and resident satisfaction and participate in self-help initiatives to enable residents to create a positive living environment for families living in public housing.

Resident councils may actively participate through a working partnership with the public housing agency to advise and assist in all aspects of public housing operations.

The resident council meetings at Prince Hall, Camp Croft, and Archibald Rutledge provided resident outreach, advocacy, and information sharing. Resident Services assisted with coordinating council activities and training.

### Youth Services

Youth programming is aimed at developing academic success, social skills, leadership skills, and self-sufficiency for housing-assisted youth through adulthood.

SH partners with local organizations to facilitate programs and services to achieve this outcome. Annually, youth are served through **college fairs and tours, the Determined Minds Afterschool Program, Sidewalk of Hope play therapy, mentoring programs, summer camps, Spring Break activities, and more.**

## Elderly & Disabled Residents Programs

### Multi-Family Service Coordinator Program

The Multi-Family Service Coordinator (MF) Program provides a service coordinator to assist elderly and persons with disabilities at JC Bull.

A service coordinator is a social service staff that plays a critical role to support **financial security, physical security, social connections, and the delivery of long-term community based supportive services.** Funding has been from a grant made available through HUD, but Spartanburg Housing's MF Program no longer receives the grant, and is funded through reserves.

### Elderly & Disabled Service Coordinators (EDSC) Program

The EDSC Program provides two coordinators to assist elderly and disabled persons at Archibald Rutledge & Village, Prince Hall, and Camp Croft Apartments.

Coordinators assess the needs of residents annually and provide programs, services, and referrals as needed to boost their ability to age in place without the need to go into assisted living. The coordinators provide frequent activities in **health and nutrition, exercise, social interaction, and senior topics.** Funding is provided through an operations subsidy for the properties.

## Grant Programs

### Family Self-Sufficiency (FSS)

*The Family Self-Sufficiency (FSS) Program promotes the development of local strategies to coordinate public and private resources that help housing choice voucher program participants, public housing tenants, and tenants in the Section 8 Project-Based Rental Assistance (PBRA) program obtain employment. This enables participating families to achieve economic independence and reduce dependence on welfare assistance and rental subsidies.*

The FSS program is administered with the help of a program coordinating committee (PCC). This is a small group of stakeholders from Spartanburg. An adult member of each participating family executes a Contract of Participation, for five years, incorporating a specific training and services plan for the family. Participating families are provided with

an interest-bearing escrow account made up of the difference of the rent the family pays when entering the program and the increased rent charged as the family's earned income increases. On completion of the FSS contract, this family may claim its escrow account if the family has suitable employment, no family member is receiving welfare assistance, and the family has met their other individual goals.

FSS Coordinators in each local program build partnerships with employers and service providers in the community to help participants obtain jobs and services. These services may include **childcare, transportation, basic adult education, job training, employment counseling, substance/alcohol abuse treatment, financial empowerment coaching, asset-building strategies, household skill training, homeownership counseling, and more.**

## CONGRATULATIONS 2022-2023 FSS GRADUATES!

Five Graduates received a total of **\$62,806** in earned escrow funds, continuing the FSS Program's track record of success.

**D. ANDERSON**

**\$14,230**

Awarded 12.31.22

**C. BRAYBOY**

**\$9,360**

Awarded 2.28.23

**S. GETER**

**\$20,582**

Awarded 9.30.22

**J. WILLIAMS**

**\$3,590**

Awarded 9.30.22

**S. YOUNG**

**\$15,044**

Awarded 2.28.23

## Engaging Our Youth

### 2023 Marche Gault Scholarship Recipients

*Spartanburg Housing Awarded Five Students With the 2023 Marche Gault Scholarship.*

The Spartanburg Housing Scholarship Fund was established in 1997 and was later renamed to honor former employee, Marche Gault in 2004. Ms. Gault passed away in 2003 leaving a huge impact on the agency as she was instrumental in developing youth

services including a choir, track team and after school programs for Spartanburg Housing residents.

In her honor, Spartanburg Housing offers a scholarship opportunity annually to residents to assist students in their pursuit of higher education. This scholarship is for post-secondary educational opportunities to be utilized at a college or university.

*The graduation event held at Spartanburg Housing Administrative Conference Room recognized students with a large check presentation, photo session, refreshments, and gift bag.*

**SINCE  
2001**

Spartanburg Housing has awarded more than **79 scholarships** with a total of **\$131,378**



**JASMINE BRANNON**

- Awarded: \$1,000
- Major: Psychology
- Capella University



**KAMERYN GETER-WHITESIDE**

- Awarded: \$1,000
- Major: Sociology
- University of South Carolina Upstate



**JACOBE HARRIS**

- Awarded: \$1,000
- Major: Cyber-Security
- University of South Carolina



**AMARIA JONES**

- Awarded: \$1,000
- Major: Psychology
- Lenoir Rhyne University



**COURTNEY MILLER**

- Awarded: \$1,000
- Major: Accounting
- Spartanburg Community College

# STRONG FAMILIES INITIATIVE

## — 2023 —

HUD Strong Families events are designed to bring together partners from HUD, other federal agencies, and partners in support of the event.

In 2023, Spartanburg Housing collaborated with 18 local partners for a fun-filled event for dozens of families.

Strong Families Initiative provides a fun and festive atmosphere for parents to bond with their children, receive impactful resources, and enjoy great food and games. In addition, this annual event promotes collaborations with supportive service organizations that provide families with valuable information and support.

### The 3 Pillars of HUD STRONG FAMILIES

#### HEALTH

Nutrition, Fitness & Prevention;  
Mental Health & Addiction;  
Social Determinants of Health  
(Environment, Violence, etc.)

# 1

#### EDUCATION

FAFSA & Post-Secondary Enrollment;  
STEAM & Digital Inclusion;  
Reading & Book Distribution

# 2

#### ECONOMIC EMPOWERMENT

Job Training; Financial Literacy;  
Supportive Services

# 3

### Thank You Partners & Vendors who assisted with our Strong Families Initiative 2023!

1st Responders Healthcare

Centerwell

HealthBridge Diagnostics

Help for our Elderly

Hub City Pharmacy

Interim

Oak Street Health

OT2GO

ReGenesis

Ruth's Gleanings

SC House Calls

Spartanburg Co. Public Library

Spartanburg Humane Society

Spartanburg Mental Health

Spartanburg Public Safety

True Advocate

Wren Hospice

Your Medicare Lady

### STRONG FAMILIES INITIATIVE: Skating Event

The skating event at the Family Skate Center encouraged families to enjoy time spent together having fun.



### STRONG FAMILIES INITIATIVE: Health & Resource Fair

Vendors provided valuable resource information. The event also featured games, food, and entertainment.



## Resident Events & Activities

### Impacting Quality of Life Through:



**DETERMINED MINDS AFTERSCHOOL PROGRAM**  
Highest attendance since inception - 40 students in Fall 2023 received Public Housing Community Honor Roll by the Campaign for Grade-Level Reading.



**NATIONAL NIGHT OUT**



**CAREER EXPLORATION CAMP**  
Four weeks, five site visits with influential professionals, 13 total participants



**JOB FAIR**  
Held at CC Woodson, included 13 vendors



**COLLEGE TOUR**  
to Clemson & Museum



**TWO SENIOR HEALTH FAIRS**  
Held at Archibald



**SENIOR MEALS PROGRAM**  
Established at Archibald, Residents are Served a Hot Meal Monday-Friday

### Moving Forward: What's Next?

**IMPLEMENT**  
Spartanburg Housing's 2024-2028 Strategic Plan

**CREATE & IMPLEMENT**  
an Asset Repositioning & Growth Plan

**CREATE**  
more housing opportunities through construction and/or preservation

**BECOME**  
a successful self-developer

**DEVELOP**  
new MTW initiatives to support the families we serve & promote operational efficiencies

**ENHANCE**  
youth engagement & programming

**CONVERT**  
Public Housing Scattered Site Homes to Project-Based Voucher Program

**INVEST**  
in the staff through ongoing training & development

**CONTINUE**  
to promote the HCV Homeownership Program

### Staying the Course: Development Plans

SPARTANBURG AREA HOUSING CORPORATION	# of Units/PIC	Anticipated Year to be Repositioned	Type of Repositioning (i.e. RAD, Sect 18, other)	Type of Construction and Cost
Single Family Units	14	2025	Section 18 Disposition Project-Base Voucher	Minor Repairs from Home Inspection
Archibald Rutledge	150	2025/2026	RAD 4% or 9% LIHTC	Substantial Rehabilitation or Demolition/ New Construction - Est. Rehabilitation: \$19 million / Est. New Construction: \$37 million
Archibald Village	50	2025/2026	RAD 4% or 9% LIHTC	Substantial Rehabilitation or Demolition/ New Construction - Est. Rehabilitation: \$6.5 million / Est. New Construction: \$13 million
Cammie Clagett Cat 2	60	2026	RAD Transfer of Assistance (TOA)	Substantial Rehabilitation or New Construction - Cost Determined by Project
Cambridge Place	6	2025/2026	RAD	Minor Repairs: \$200,000
Camp Croft Courts	96	2025/2026	RAD 4% or 9% LIHTC	Potential Demolition/New Construction Est. New Construction: \$24 Million
Prince Hall	100	2026	Section 18 Disposition RAD 4% or 9% LIHTC	Potential Demolition/New Construction Est. New Construction: \$25 Million

After conversion, these units would no longer be owned by HUD or the federal government but would be owned by Spartanburg Area Housing Corporation (in part or whole, depending upon the tax credit status) or a new ownership entity which would be created with the single purpose of owning and operating these units.



**“The only thing a person can ever really do is keep MOVING FORWARD.  
Take that big leap forward without hesitation, without once looking back.”**

*— Alyson Noel*



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