

PROGRESSIVE IMPACT

PEOPLE • PARTNERSHIPS • PLACES

October 2020 → December 2021





A MESSAGE from the CEO



It goes without saying that 2021 was a year of resiliency and adaptability. Just when we thought we would be recovering from the pandemic, it became apparent that we would be operating within a new normal. Like 2020, Spartanburg Housing aimed for continuous improvement as we navigated through revised procedures and processes while trying to keep the residents and staff safe.

We concluded 2020 with the introduction of a new name, logo, and relocation to our current headquarters. Our team transitioned into 2021 by centering our work on our three strategic pillars: People, Places, and Partnerships. We have evolved as a thought leader and contributor to the growth of the community.

The Spartanburg Housing team continued to be servant leaders and focus on progression and impact. The work we do is fueled by a desire to help families become more economically mobile from reviving our scholarship program and awarding \$4,000 in funding for college to celebrating graduates of the Family Self-Sufficiency Program by awarding over \$75,000 to assist them with meeting personal and professional goals.

We have nurtured long-standing partnerships while developing new relationships as we amplify our work in the community. Our current partnerships span across diverse areas to include, but not limited to, housing, education, healthcare, and workforce development. Although housing is a basic need, it takes much more for families to

thrive thereby underscoring the strength and necessity of great partnerships.

As we strive to assist the entire family, we have increased our investment in the youth by expanding our youth initiatives. Spartanburg Housing has been intentional in our efforts to connect youth to mentoring relationships and personal development programs. In addition, we have increased their exposure to activities such as photography, college tours, and cultural activities.

We continued with our preservation and development strategy with rehabilitation of Victoria Gardens. In addition, we began acting on a scattered sites plan to restore ten (10) vacant homes to make them suitable for rental or homeownership. With the residents in mind, we are implementing solutions to improve our existing housing and creating additional housing opportunities within Spartanburg County.

As I conclude this message, I would like to express sincere appreciation and gratitude to the most valuable resource that we have...our staff. None of our accomplishments, service to our residents, and implementation of new ideas would have been possible without the amazing team at Spartanburg Housing.

SHAUNTÉ EVANS
Chief Executive Officer

Board of COMMISSIONERS



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CIERRA FOWLER
Director of Resident Services
and Community Engagement



ANNA P. LAMY
Director of Human
Resources & Procurement





MISSION STATEMENT

The 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

80 Years

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

3,000 Families

We provide housing and/or housing subsidy for over 3,000 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 program (RAD) and other repositioning strategies.

Strategic PLAN

PEOPLE • PLACES • PARTNERSHIPS form our Strategic Pillars and serve as the foundation of our Strategic Plan.

Our Strategic Pillars



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.



We Have Established **5 Strategic Priorities** To Clarify The Focus Areas For The Organization.

3 Preserve and Develop the Housing Portfolio

4 Engage in Strategic Partnerships

1 Enhance Organizational and Operational Excellence

2 Ensure Sound Financial Management for Long Term Sustainability

5 Support and Develop Resident and Community Engagement

PEOPLE:

Resident Services & Community Engagement

The department provides service coordination through grants and HUD subsidies, and lead engagement efforts in collaboration with residents and community partners.



Spartanburg Housing Student Journeys

Ashley Hunter is a 2021 Graduate from Penn Foster High School at the age of 32. She is a mother of six and plans to continue her education enrolling in nursing school. Ashley's testimony is to never give up. She dedicates her drive to succeed for her children.



PEOPLE:

Resident Services & Community Engagement



Nine Family Self-Sufficiency Graduates Receive Over \$60,000

2021 FSS Graduates pictured from left to right: Kimberly Brannon, Ebony Lyles & Fredrica Douglas.

Family Self-Sufficiency (FSS) promotes the development of local strategies to coordinate public and private resources to enable Housing Choice Voucher program participants and public housing tenants to find jobs, increase earned income, reduce or eliminate the need for rental and/or welfare assistance, and make progress toward achieving economic independence and housing self-sufficiency.

Participants in the program sign a five-year contract that requires the head of the household to obtain employment and that no member of the household will receive certain types of public assistance at the end of the five-year term. Families in the FSS program have an interest-

bearing escrow account established for them. The amount credited to the family's escrow account is based on increases in the family's earned income during the term of the FSS contract. If the family successfully completes its FSS contract, the family receives the escrow funds that it can use for any purpose, including debt reduction in order to improve credit scores, educational expenses, or a down payment on a home.

The 2020/2021 graduates received a total of \$61,921 in earned escrow funds!

Congratulations to J. Bates, K. Brannon, D. Collins, F. Douglas, K. Gilliam, F. Layman, E. Lyles and Z. Thao!

PEOPLE: Spartanburg Housing Staff

Certifications - 2021

- RAD Specialist Certification
- HCV Specialist Certification
- Supervision & Management Certification
- Mental Health First Aid Certified
- The Riley Institute at Furman: Diversity
- Family Self-Sufficiency Certification
- Fair Housings & Reasonable Accommodations
- Recognizing and Reporting Child Abuse and Neglect
- Diversity, Equity & Inclusion (DEI) in the Workplace certificate at University of South Florida – Muma College of Business
- HR Management & Analytics certificate at The Wharton School of the University of Pennsylvania

Recognitions - 2021

- Spartanburg County Citizens Academy Graduates
- Grassroots Leadership Development Institute Graduate
- Leadership Spartanburg Graduates
- City of Spartanburg Citizens Academy Graduate
- Spartanburg Human Resources Association (SHRA) Elected Treasurer

2021 HR Initiatives

- Evaluated and Implemented New Human Resources Information System
- Implemented Diversity, Equity & Inclusion Initiative, continuing to promote partnerships with minority-owned businesses and inclusivity in the workplace.
- Provided COVID-19 Workplace Updates

2021 Employee Appreciation Day



PEOPLE: 2020-2021 Awards



2020 Census Community Partnership and Engagement Program Recognition
CPEP enrolls community partners to help increase participation in the census by those who are less likely to respond or are often missed.



Awarded \$190,330
in a Capital Funds Grant for Emergency Safety and Security from HUD

PEOPLE: Youth Scholarships

Three Students Awarded With 2021 Marche Gault Scholarship

The Spartanburg Housing Scholarship Fund was established in 1997 and later renamed in 2004 to honor the late Marche Gault, a former employee of Spartanburg Housing. Ms. Gault was instrumental in developing youth services 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.

The fund is administered through the Spartanburg County Foundation. Since 2001, Spartanburg Housing has awarded more than 74 scholarships totaling \$117,347.



2021 Marche Gault Scholarship Recipients pictured from left to right:

Autumn Daniel
Awarded: \$2,000
Major: Pre-Med, Converse University

Sylvia Daniels
Awarded: \$1,000
Major: Bachelor of Science in Nursing, Spartanburg Community College

LaKita Boyd
Awarded: \$1,000
Major: Bachelor of Science in Nursing, Spartanburg Community College
Boyd, a 2019 graduate of the FSS program, presents educational seminars to teens.

Additional Student Scholarships Awarded to Spartanburg Housing Residents



Shakiera Mack
Awarded: \$1,500
BMW Women's Executive Luncheon Scholarship Sponsored by 84 Lumber
Major: Psychology, Wingate University



Autumn Daniel
Awarded: \$1,500
BMW Women's Executive Luncheon Scholarship
Major: Pre-Med, Converse University



Zarría Smith
Awarded: \$1,000
Brandon James Bickley & Hannah Faith Bickley Memorial Scholarship
Major: Exercise Science, South Carolina State University

PARTNERSHIPS: Resident Services & Community Engagement

2021 Strong Family Initiative

The U.S. Department of Housing and Urban Development (HUD) Strong Families events are designed to bring together partners from HUD, other federal agencies, and partners in support of the event. Spartanburg Housing collaborated with local partners for a fun-filled event for the whole family, featuring over 30 vendors.

HUD Strong Families consists of the following three pillars: **Health, Education, and Economic Empowerment.**

Spartanburg Housing hosted its **2021 Strong Family Initiative: Community Empowerment Day Event** on Saturday, June 26, 2021, located at the C.C. Woodson Community Center in Spartanburg.

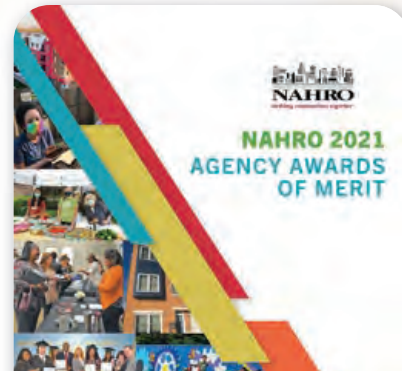
Spartanburg Housing residents and local residents had the opportunity to engage in free health screenings, talk to local colleges to discover opportunities available from institutions of higher education, as well as the ability to talk to representatives offering services, resources and jobs. Plus, food, games and other fun activities for youth, adults, and the elderly.



PARTNERSHIPS: Youth & Residents

Homework Club Receives NAHRO Award of Merit

In September 2020, Spartanburg Housing implemented Homework Club to assist children who live in the Prince Hall Apartments during the COVID-19 pandemic. Due to ongoing communication with parents and the local school district, they understood many students were having difficulties adjusting to virtual and hybrid learning. In response, Spartanburg Housing created a space in the Prince Hall community room to support students. Homework assistance was provided twice a week for two hours each session by staff and community volunteers.



Spartanburg Housing Joins the NAACP Black History Bowl

Spartanburg Housing students engage in the participation in the preservation of African American culture and the pursuit of truth across all races and communities.

Spartanburg Housing + United Way of the Piedmont



Partnering together for those most in need in our community. Thank You to all of our generous donors, you are appreciated!

Bags of Love

Created and donated 35 "Bags of Love" that were distributed by Meals on Wheels to home-bound seniors.

Overflow Thanksgiving

Our team members collected food items to complete 30 boxes that will provide meals to families.

Winter Warmth

Provided "Winter Warmth" packages which included hats, gloves, scarves, blankets, and lotion to 680 youth across multiple housing properties.



PARTNERSHIPS: Youth & Residents

During Summer 2021, Spartanburg Housing expanded youth program initiatives and engaged with over 50 students. Programs included college tours, field trips and workshops. Spartanburg Housing received a grant from **Connect Spartanburg** to hire a Community Health Worker designated to work with youth ages 12-21. In addition, **Spartanburg Academic Movement** provided funding to support youth programs.

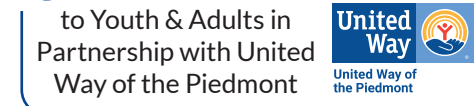
4 College Tours



3 Field Trips



50 Coats Provided



New Partnerships

Partnerships with other organizations, nonprofits, businesses and government entities help us fulfill our mission.

Examples of some of our partnerships are:

- Bloom Upstate
- City of Spartanburg Parks & Recreation
- Connect Spartanburg
- From Boys to Men
- My Brother's Keeper
- Spartanburg Academic Movement
- Urban League of the Upstate
- Wofford College : Sustainability Class



Thanks to Partnerships, Spartanburg Express Takes to the Courts

In 2021, Spartanburg Housing created the Spartanburg Express youth basketball team, in partnership with the City of Spartanburg Parks & Recreation who provided coaches, and From Boys to Men who provided weekly mentorship for our youth.

Events for All Residents

Additional partnerships allowed Spartanburg Housing to offer the following on-site events:

- Vaccine Clinics at Archibald Apartments
- COVID-19 Testing On-site at Archibald Apartment
- Elderly/Disabled Winter Items for Public Housing Sites
- Archibald and JC Bull - Weekly Hub City Farmer's Market
- Holiday Celebrations on Property

PLACES: HCV Homeownership Program

Spartanburg Housing Relaunches the HCV Homeownership Program in 2021

The Housing Choice Voucher Program (Section 8) is the federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market.

Housing assistance is provided on behalf of the family or individual, participants can find their own housing, including single-family homes, townhouses and apartments. The participant is free to choose any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects.

Spartanburg Housing uses the Fair Market Rent guidance, set by HUD, to determine the Payment Standard, and is an amount generally needed to rent a moderately-priced dwelling unit in the local housing market. The Payment Standard is used to calculate the amount of housing assistance a family will receive.

Homeownership Program Requirements

The Homeownership program allows families to use their Housing Choice Voucher to purchase a home. The homeownership option is used to assist a family residing in a home purchased and owned by one or more members of the family. A family assisted under this option may be newly admitted or an existing participant in the Housing Choice Voucher program.

The Process

- Step 1 > LETTER OF INTEREST/ APPLICATION
- Step 2 > ORIENTATION SESSION
- Step 3 > ONE-ON-ONE ACTION PLAN
- Step 4 > HOMEBUYER EDUCATION COURSE
- Step 5 > PRE-APPLICATION
- Step 6 > HOME SEARCH
- Step 7 > HOME SELECTION
- Step 8 > CLOSING

27 Families Currently Enrolled in the HCV Homeownership Program

Read more about the Homeownership Program at SpartanburgHousing.org/homeownership

PLACES: Landlords & Rental Assistance

2021 Landlord Accomplishments

- Developed a Landlord Incentive Program
- Completed a Landlord Survey
- Submitted a MTW Landlord Incentive Application

Landlord Incentive Program

For those interested in becoming a landlord for the Housing Choice Voucher Program, it's a simple process with new benefits. Landlords with an available unit in Spartanburg County are eligible to become program participants.

Each landlord who has not previously participated in our program and successfully houses an HCV recipient will receive a one time \$500 New Landlord Bonus.

Visit SpartanburgHousing.org/become_a_landlord for more information or contact our HCV Administrative Office at 864-598-6053.

\$50,200

Awarded to **391** Landlords

HCV
2,378

RAD-PBV
385

Mainstream
150

VASH
5

Total Number of Vouchers



Awarded ERAP - Emergency Rental Assistance Program

For households that have been negatively impacted by the COVID-19 Pandemic, Spartanburg Housing partnered with Spartanburg County and other local agencies to assist families who were in need of rent and utility assistance. Assistance was available for renters in Spartanburg County who met income and hardship eligibility requirements.

522

Families assisted by Spartanburg Housing

\$1,346,752.60

Allocated to Spartanburg Housing for ERAP

PLACES: Development - RAD

What is RAD?

The Rental Assistance Demonstration (RAD) allows public housing agencies (PHAs) and owners of HUD-assisted properties to convert units to project-based Section 8 programs, providing an opportunity to invest billions into properties at risk of being lost from the nation's affordable housing inventory. Additionally, it gives owners of three HUD "legacy" programs (Rent Supplement, Rental Assistance Payment, and Section 8 Moderate Rehabilitation) the opportunity to enter into long-term contracts that facilitate the financing of improvements.

Why RAD?

The 1.2 million units, in the Public Housing program, have a documented repair backlog of nearly \$26 billion. As a result, the public

housing inventory has been losing an average of 10,000 units annually through demolitions and dispositions. Meanwhile, the 38,000 units assisted under HUD's legacy programs are ineligible to renew their contracts on terms that favor modernization and long-term preservation. The current conditions of many of these properties prevent reinvestment and recapitalization efforts in the communities with the most need.

By drawing on an established industry of lenders, owners, and stakeholders, RAD allows PHAs and owners of HUD-assisted housing to preserve and improve affordable housing units that could be subject to vouchers and demolition. RAD creates greater funding certainty while allowing increased operational flexibility to empower PHAs and owners to serve their communities.

Past RAD Experience	# of Units Converted	Reposition Date	Type of Repositioning (i.e. RAD, Sect 18, other)	Type of Construction and Cost	Tax Credit Amount
Cammie Clagett Courts - Highland Crossing*	72	April 2015	RAD; 9% Low Income Housing Tax Credit (LIHTC); New Construction; Project Base Rental Assistance	New Construction: \$6,791,915	\$7,049,295
Ellen C. Watson* • Frank Gooch* James Curtis Anderson* • Leland St. Louvenia D. Barksdale* • Spruce St. Tobias Booker Hartwell*	338	January 2016	RAD; 4% LIHTC; Project Base Voucher	Substantial Rehabilitation: \$28,791,741	\$9,217,287
Cedar Springs Place	19	August 2019	RAD; 4% LIHTC; Transfer of Assistance	New Construction (Parkside at Drayton): \$11,000,000	\$6,584,000
Cammie Clagett Cat 1 A	18	May 2020	RAD; 4% LIHTC; Transfer of Assistance	New Construction (500 Northside Station): \$17,000,000	\$7,147,000
Country Garden Estates	10	March 2020	RAD; Refinance	Minor Rehabilitation: \$4,856,158	N/A
Victoria Gardens Apartments	80	October 2020	RAD; 9% LIHTC; Project Base Rental Assistance	Substantial Rehab: \$17,455,558	\$4,716,011

*New ownership, however, Spartanburg Housing owns the land through a 99-year land lease.

PLACES: Development - Public Housing

Scattered Sites Improvements



Started substantial rehabilitation of three unoccupied scattered sites:

- 712 Old Farm Road
- 108 Rodney Street
- 4134 East Croft Circle

Renovated Five Scattered Sites for Victoria Gardens Tenant Relocation

- 109 Winterhaven Rd.
- 266 Pioneer Place
- 136 Westover Drive
- 511 Crestwood Place
- 360 Concord Avenue

Archibald Improvements



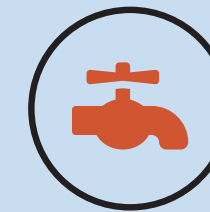
Elevator Modernization



Domestic Water Pump Replacement



Trash Compactor Replacement



Senior Center Waterline Replacement

Housing Portfolio Public Housing

SH	# of Units	Year Built
Archibald Village	50	1970
Archibald Hi-rise	150	1971
Scattered Sites	15	Various
Prince Hall	100	1970
Camp Croft	96	1952
Cambridge Place	6	2015

Independent Points of Development



Move to Renovated Maintenance Building (Baltimore St.)

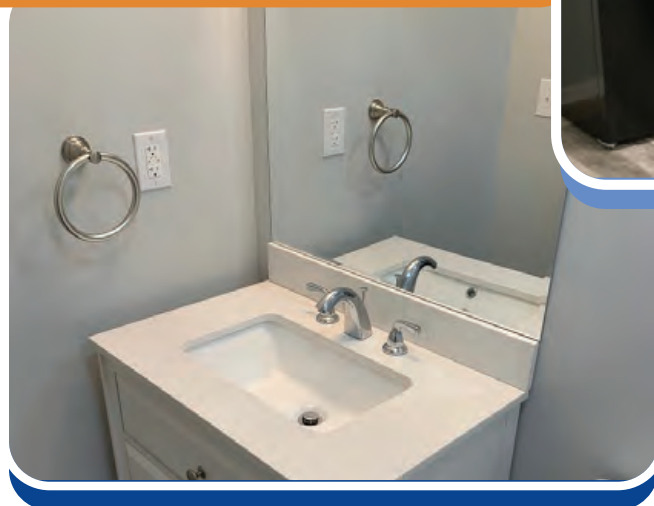
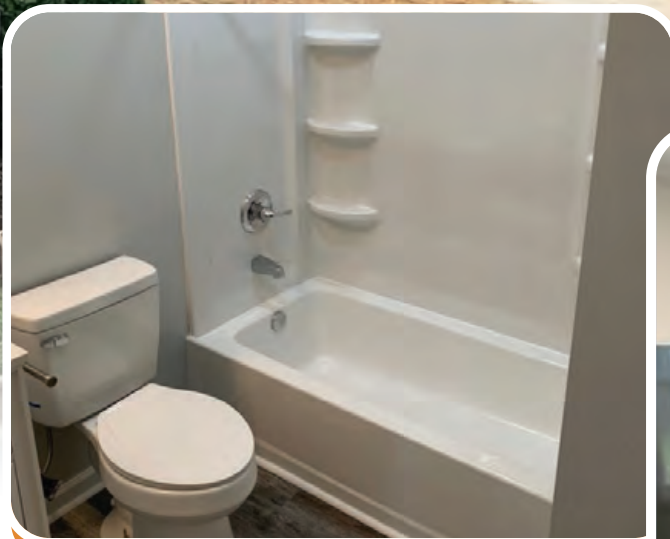


Camp Croft Administration HVAC Unit Replacement



PLACES:

Redevelopment - 208 Fisher Ave.



Redevelopment at 208 Fisher Ave.

- Market Rate Rental Home
- Damaged in February 2020 Tornado

PLACES:

Multi-Family/Market & Tax Credits

Housing Portfolio: Multi-Family/Market

SHH	# of Units	Owner/ Manager	Year Built
JC Bull Apartments (MF)	100	Spartanburg Housing	1982
Page Lake Manor (HOME)	8	Spartanburg Housing	2016
Appian Duplex	2	SAHC	2008
JC Bull Addition	32	SAHC: Hudson Barksdale	1995
Liberty Duplexes	6	Spartanburg Housing	2009
Fisher Ave	1	Spartanburg Housing	1974

Tax Credits

SHH	# of Units	Year Built
Collins Park	52 - PH 48 - TC	2007
The Ridge at Southport	50 - PH 28 - TC	2009
Parkside at Drayton	19 - RAD	2019
Country Garden Estates I & II	10 - RAD 90 - TC	2002 & 2005
Independence Place	40 - TC 4 - MK	2008 (Rehab)
Summer Place	53 - TC	2008
Victoria Gardens	80 - RAD (PBRA)	1970 (Rehab 2021)

Housing Bonds

- Began Issuing Multi-Family Housing Revenue Bonds
- Supports the Rehabilitation or New Construction of Affordable Housing

PLACES: Victoria Gardens Redevelopment

\$500,000



Federal Home Loan Bank Affordable Housing Program Grant

Grants & Projects

\$200,000



South Carolina Mental Health Grant

\$11,000



Tree Planting Grant

1,250 ft



Linear Feet of walking trail constructed

PLACES: Victoria Gardens Redevelopment

PLACES: Victoria Gardens Redevelopment



Architectural & Construction Features

- 100% Substantial Rehabilitation (Gut Rehab) with Priority on Energy Efficiency
- New Roof for All Buildings with 30-Year Architectural Shingles
- Energy Star Appliances and Light Fixtures
- New Plumbing with Low Flow Fixtures and Energy Efficient Hot Water Heaters
- Energy Efficient Windows
- Luxury Vinyl Plank Flooring
- Upgraded Electrical Panel with New Wiring
- Energy Efficient Lights - LED Bulbs
- New 93% Efficient HVAC Units
- Four Fully Accessible Units
- Half-Bathroom in All Two- & Three-Bedroom Units
- Addition of Washer/Dryer Hookups In All Units
- Repainting of All Units

Outdoor/Grounds Features

- Upgraded Landscaping And Irrigation
- Upgraded Existing Security Camera System
- Walking Trail - 1,250 Linear Feet of 5' Path
- New Mail Kiosks
- Gazebo Refurbished with Roof Panels and Paint
- Installed Two New Playgrounds

80 Number of Units:
8-1BR; 26-2BR; 32-3BR;
8-4BR; 6-5BR

Original Construction Date

1970

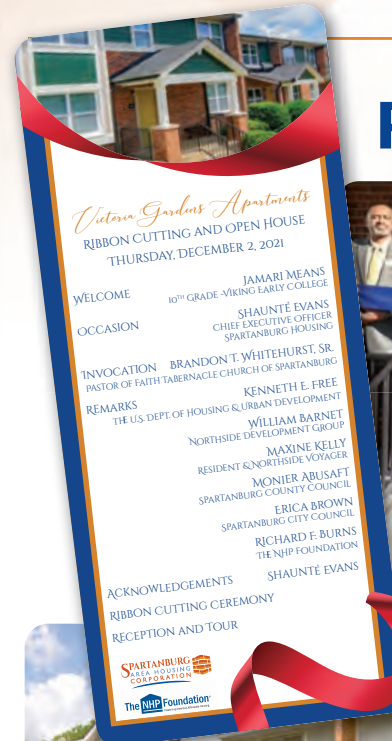
Completed December 31,

2021

Total Development Cost:

\$17,455,558

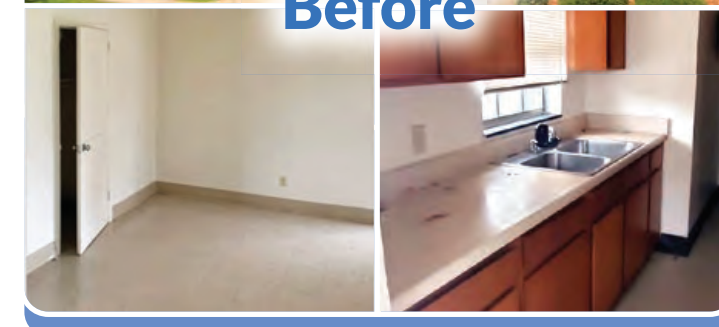
Ribbon Cutting Ceremony



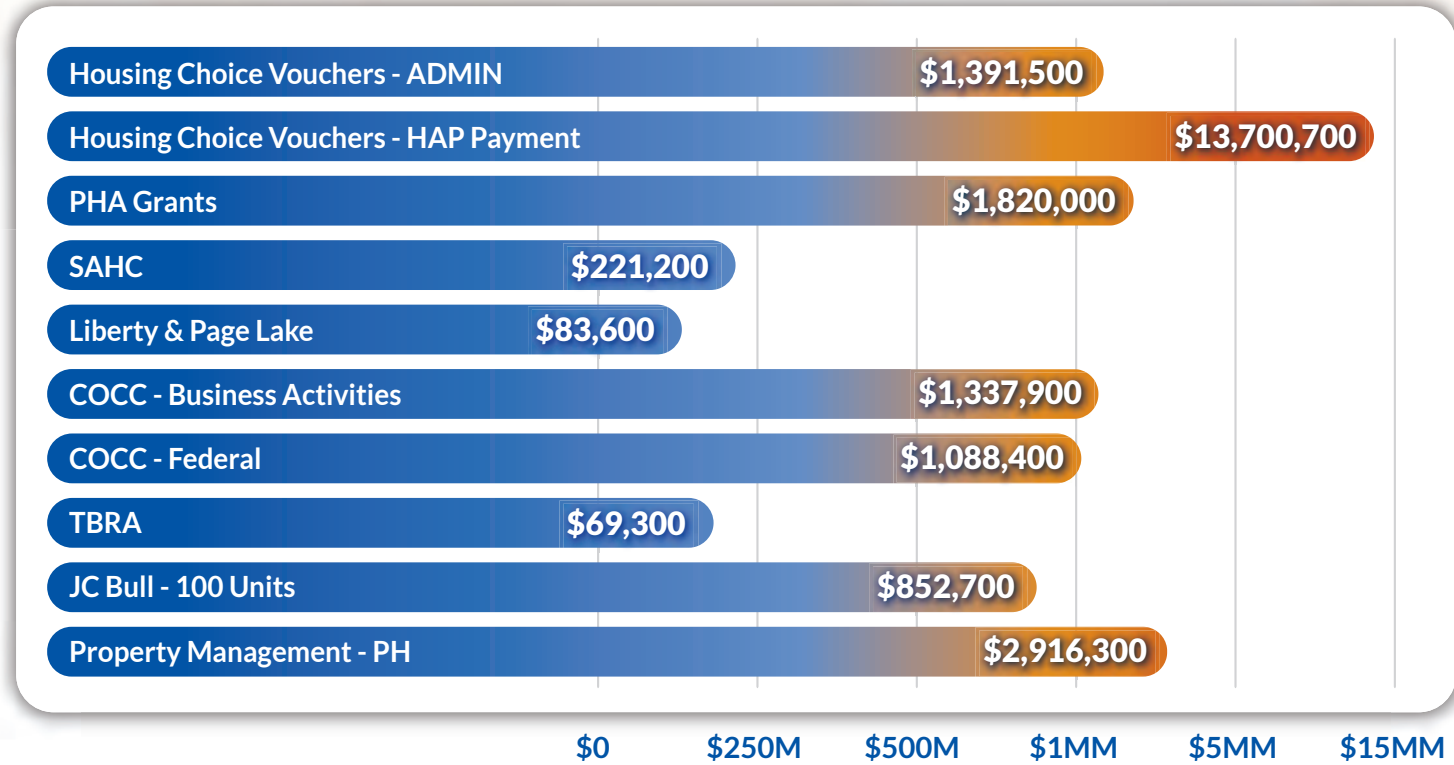
Before



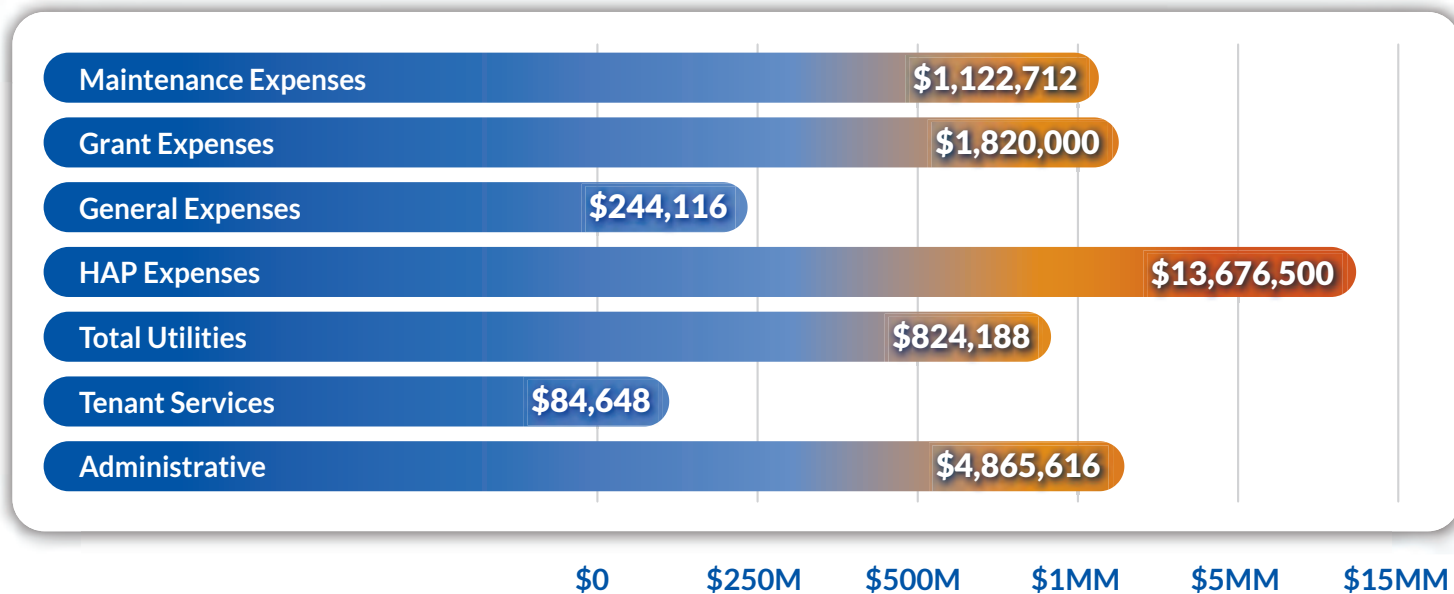
After



Revenue



Operating Expenses



OUR FUTURE: What's Next?



Future Development Plans*

SH	# of Units Per PIC	Anticipated Year to be Repositioned	Type of Repositioning (i.e. RAD, Sect 18, other)	Type of Construction and Cost
Collins Park Cottage Grove The Ridge at Southport	110	2022	RAD Refinance	To Be Determined
Single Family Units	15	2022	Section 18 Disposition Project Base Voucher	Substantial Rehabilitation \$375,000 Estimated Cost of Rehabilitation
Archibald Rutledge	150	2022/2023	RAD 4% Low Income Housing Tax Credit	Substantial Rehabilitation or Demolition/New Construction \$19 Million Estimated Cost of Rehabilitation
Archibald Village	50	2022/2023	RAD 4% Low Income Housing Tax Credit	Substantial Rehabilitation \$6.5 Million Estimated Cost of Rehabilitation
Cammie Clagett Cat 2	60	2023	RAD Transfer of Assistance (TOA)	Substantial Rehabilitation or New Construction: \$10 Million
Cambridge Place	6	2023	RAD	Minor Repairs \$100,000
Camp Croft Courts	96	2024	RAD 9% Low Income Housing Tax Credit	Potential Demolition/New Construction \$16 Million Estimated Cost of Rehabilitation
Prince Hall	100	2025	Section 18 Disposition	Potential Demolition/New Construction \$17 Million Estimated Cost of Rehabilitation

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.

*All repositioning dates are subject to change.

SH



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