

A photograph of a city street in Spartanburg, South Carolina, featuring a prominent brick clock tower with a bell and a clock face. The street is lined with trees, some with autumn foliage, and buildings. A blue semi-transparent banner is overlaid on the bottom of the image, containing the text for the job opening.

# SPARTANBURG HOUSING AUTHORITY

## IS SEEKING A

# CHIEF EXECUTIVE OFFICER

### About SHA

Since 1938, the Spartanburg South Carolina Housing Authority (SHA) has provided affordable housing options for the citizens of the Greater Spartanburg community, guided by the vision that housing and related programs provide a path way to success for individuals and families in Spartanburg County.

SHA is the third largest housing authority in South Carolina. It is a housing developer and provider but also serves as a community resource and advocate for more than 5,000 low-income residents of Spartanburg.

SHA owns and/or manages a portfolio of 12 multi-family public housing apartment complexes with 637 units located in neighborhoods throughout Spartanburg County. These public housing units come in all sizes and types, from duplexes, garden style apartments and townhouses in various bedroom sizes to high-rise apartments for families, and elderly and disabled individuals. SHA also serves its residents through a variety of programs including housing choice vouchers, low income housing tax credits, the HOME Investment partnerships program, and homeownership. Through its Section 8 program, SHA administers 2,516 housing vouchers. SHA receives an annual subsidy for public housing and voucher programs from the U.S. Department of Housing and Urban Development (HUD).

SHA recently initiated the process to convert the total portfolio of public housing properties to project-based rental assistance (PBRA) through HUD's Rental Assistance Demonstration (RAD) program. The NHP Foundation, with offices in Washington, D. C., has been selected as SHA's RAD development partner for several properties. As the RAD conversion begins, SHA expects the PBRA service model to be the impetus for a new strategic plan and expanded community partnerships.

### The Organization

SHA is governed by a seven-member board of commissioners appointed by the Spartanburg City Council. Commissioners serve a five-year term. The Board includes a Resident Commissioner who also serves a five-year term.

The Board of Commissioners appoints the CEO, adopts the agency's operating and capital budgets, and provides oversight of SHA programs, including affordable housing administration and rental assistance for qualifying citizens.

2018 – 2020 goals adopted by the SHA Board of Commissioners include:

- Pro-actively redefine and re-shape the organization's culture.
- Explore and determine permanent operational location.
- Efficiently and effectively implement and oversee the RAD transition.
- Strengthen collaborative relationships.

SHA has an annual 2019 operating budget totaling \$21,145,539. Major revenue sources include HUD grants and rental income. SHA employs a staff of 50 full-time employees.

#### The SHA Mission Statement

*The Spartanburg Housing Authority develops and provides affordable, quality housing options and programs that promote self-sufficiency.*



## The Community

Nestled in the foothills of the Blue Ridge Mountains in Upstate South Carolina, Spartanburg County is comprised of 13 municipalities, each community offering its own blend of character and individuality.

With nearly 40,000 residents in the City of Spartanburg and more than 15,000 college students, Spartanburg County's population is over 300,000, making it the fourth most populous county in South Carolina.

Spartanburg is unmatched statewide in economic development for new investment and job creation. It is home to a thriving cultural district and diverse educational institutions, and is recognized for its award-winning culture of health.

Upstate South Carolina provides an exceptional business climate for some of the world's most forward-thinking companies. Many of them are world leaders in the development and application of cutting-edge technologies in automotive, aerospace, advanced materials, biosciences and energy industries. With a talented workforce, a diverse range of industry, an accommodating infrastructure, and an attractive lifestyle, top companies such as Michelin, BMW, GE Power, Fluor, Milliken, and Fuji call Upstate South Carolina home. In part, the growth of the business sector reflects the fact that South Carolina does not have state-levied property taxes or local income taxes.

Spartanburg County is served by seven public school districts. Opportunities for higher education are available through the University of South Carolina Upstate, Spartanburg Methodist College, Converse College, Wofford College, Sherman College, Virginia College of Osteopathic Medicine (VCOM) and Spartanburg Community College.

Downtown Spartanburg's cultural district is home to galleries, performance venues, the Spartanburg Art Museum, and the Spartanburg Regional History Museum.



## The Position

The CEO leads and coordinates the activities of the organization to ensure that its mission and vision are achieved. The CEO provides executive leadership work in directing, planning, organizing, and coordinating all SHA programs and activities. The CEO serves in an advisory capacity to the Board on matters of policy, strategic initiatives, and economic feasibility and provides information and recommendations to support board governance. The CEO supervises a five-member senior management team, which includes the Director of Finance; Deputy Director of Asset Management and Special Projects; Deputy Director of Capital Funds, Planning and Development; Housing Choice Voucher Administrator; and the Human Resources Generalist as well as the Executive Assistant.

Major responsibilities of the CEO position include:

- Provides strategic organizational leadership and focuses on managing resources to accomplish results.
- Works with the SHA Board, senior management, community partners, stakeholders and residents to address the organization's future strategy and position in the affordable housing market.
- Directs the preparation and administration of annual and capital budgets, provides periodic reports, and recommends adjustments as needed.
- Maintains current knowledge of HUD policies, procedures and requirements and makes recommendations to ensure SHA compliance.
- Collaborates with community partners, the City of Spartanburg, and local, state and federal agencies to develop new programs to serve organizational and community goals.
- Directs, through the senior management team, programs, functions, and activities of all agency departments including finance and administration, development, redevelopment, and affordable housing.
- Develops and implements policies and procedures; determines the overall effectiveness of programs, operations, and activities.
- Attends meetings, hearings, conferences, and public functions; serves on boards and commissions as a SHA representative and oversees staff members who function as liaisons between the authority and various agencies.

## Desired Capabilities

- Visionary leader focused on building a strategic direction for affordable housing
- Skilled entrepreneur motivated by a social and moral purpose
- Innovator, challenges the status quo and encourages new ideas and approaches
- Results-driven executive with a track record of improving opportunities for short-and long-term affordable housing
- Exceptional financial acumen; has an extensive understanding of capital financing and debt management
- Collaborator with demonstrated success in building public-private partnerships
- Balanced perspective; negotiates business deals while representing the interests of those without a voice
- Proven ability to engage the community, participate in community conversations and invite people to the table to solve problems and set priorities
- Diplomatic communicator, a good listener, and an astute observer of group dynamics
- Sets an organizational tone that values equity, inclusion, and respect
- Trusted advisor to the Board; communicates and consults proactively with Board members
- Effective advocate for SHA and its residents in the community and with HUD
- Experienced navigator of HUD policies, procedures and programs
- Accomplished manager; develops and empowers the SHA team and grows future leaders



## Professional Opportunities

**Advocate for affordable housing.** Community partnerships are vital to increasing the supply of affordable housing. The CEO will work with other organizations to address a wide range of housing issues from rental housing developments and workforce housing to mixed-income housing and home ownership.

**Strategic plan.** As RAD implementation gets underway, SHA must re-imagine a future shaped by a new approach to developing rental housing opportunities and providing supportive services for low- and moderate-income households. The CEO will provide the leadership to create a shared vision and to develop and implement a strategic plan with measurable goals.

**Organizational structure.** Aligning resources with the strategic plan may require developing a new organizational structure, including an evaluation of staffing that identifies competencies needed under a PBRA model. The CEO will review the current structure and assess staffing needs to guide SHA through the RAD transition and increase agency efficiency.

**Office space.** SHA's lease will expire in 2020. The CEO will evaluate office options from owning a building to leasing space.

**RAD transition.** The CEO will lead the organization through significant capital restructuring and development that must occur during the RAD transition. The CEO will also provide effective management of the RAD transition and institute new business processes needed for a smooth transition. The CEO will also recognize and address potential impacts associated with the transition affecting agency staff, residents, neighborhoods, and schools.

## Education and Experience

The successful candidate must have a Bachelor's degree in public administration, business or finance administration, or a related field, Master's degree preferred, and seven years of progressively responsible experience in agencies providing and developing affordable housing or an equivalent combination of education and experience. Experience working with a governing board, managing agency operations and staff, and interacting with state and federal housing agencies is required. Candidates must have strong interpersonal and communications skills.

Qualified candidates will have experience in RAD and demonstrate experience in financing and developing affordable housing, mixed-income, mixed-use and market rate developments, including the use of low-income housing tax credits. Residency in the County is required.

## Compensation and Benefits

SHA will offer a competitive salary range commensurate with the successful candidate's qualifications and experience and a competitive benefits package provided through South Carolina Public Employee Benefit Authority (PEBA) which includes comprehensive medical benefits, dental, life insurance, vision, and disability benefits. The retirement pension plan benefit is through the South Carolina State Retirement System and requires mandatory participation with an option to participate in a supplemental defined contribution plan. Relocation assistance is negotiable.

## Application and Selection Process

The position will remain open until filled; however, applicants are encouraged to submit a cover letter and resume online at <https://springsted-waters.recruitmenthome.com/postings/2186> by January 25, 2019. For more information contact Sharon Klumpp at [sklumpp@springsted.com](mailto:sklumpp@springsted.com) or at 651-223-3053.

The Spartanburg Housing Authority is an Equal Opportunity Employer. Employment decisions are made without regard to race, color, religion, national or ethnic origin, sex, sexual orientation, gender identity or expression, age, disability, protected veteran status or other characteristics protected by law.

For more information about SHA, please see their website at: <https://www.shasc.org/>



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