



2013
ANNUAL REPORT

Opening Doors of
OPPORTUNITY

Mission Statement

The Spartanburg Housing Authority is committed to providing quality affordable housing in healthy neighborhoods through partnerships with our residents and other groups, fostering neighborhood redevelopment & opportunities for those we serve to achieve self-sufficiency.



Opening Doors of OPPORTUNITY

A Message from our Executive Director

The Spartanburg Housing Authority is pleased to present its 2013 Annual Report which provides key information of the agency's operations, financial condition and community and supportive services. I would like to thank our Board of Commissioners and Staff for their commitment and dedicated service. We would also like to thank the service providers who assist us in the delivery of many programs and services that directly impact the lives of residents. Clearly, the agency achievements would not have been possible without the support of the community.

This year we have chosen as our theme "Opening Doors of Opportunity, illustrating the many opportunities that are available to our Residents to improve their lives and circumstances. We have begun planning and implementing strategies to address the physical needs of our properties agency wide by participating in a HUD priority initiative-Rental Assistance Demonstration (RAD) Program. This initiative will greatly enhance our ability to significantly improve our properties through rehabilitation and new construction.

In 2013 we also received a Choice Neighborhoods Planning Grant in the amount of \$300,000. In partnership with the City of Spartanburg and Northside Development Corporation (NDC) we are focusing our revitalization efforts on the Northside of Spartanburg. This has been a collaborative effort with many additional stakeholders and partners including Spartanburg County, financial institutions, foundations, non-profits, colleges and universities, the State of South Carolina, Residents of the Northside (including Public Housing residents), local private sector businesses and others.

We have worked over the last several years to improve and sustain our financial position and solvency and we were fortunate to do this in 2013 as well. Although we were faced with many funding

cutbacks through sequestration and other administration reductions, we were able to sustain our operations and service levels.

In order for us to be successful in the future, we will continue to rely upon strong collaborations and partnerships with our stakeholders and partners. Our positive impact on the community has been the result of these effective partnerships and relationships with stakeholders from the private and public sectors which has enabled our residents to make a difference in their lives.

Fiscal year 2013 was a year of Opportunity for SHA. The U.S. Department of Housing and Urban Development (HUD) designated us as a High Performer in the areas of financial management and housing operations. Through our grant programs, we have seen residents achieve self-sufficiency, and our Youth-Build program has successfully taken at-risk youth and helped them complete their education and gain necessary employment skills. Some of our 2013 graduates are now in college and others in jobs—all have seized the opportunity for a better life.

In 2014, I hope we have your continued support and that you will join our efforts to provide quality affordable housing and services to the residents of our metropolitan area. As we look forward to the future of Spartanburg and the progress that is being made, it is our hope that we can collectively build sustainable neighborhoods in communities of choice.

Sincerely,

Harry A. Byrd, Jr.
Executive Director





OPPORTUNITY *Knocks*

A Message from our Chairman

We have all heard the old adage, “Opportunity Knocks.” At the Spartanburg Housing Authority, we believe it! I have the distinct privilege to serve with a dedicated board of commissioners and enthusiastic SHA staff who thrive on opening doors of opportunity for our residents, our partners and our community. I am proud of the work they do every day to advance the mission and vision of SHA and to make Spartanburg an even better place to call home.

At SHA, we are committed to “opening the door” when “opportunity knocks”. This year, SHA has seen many great advances like our ranking of “High Performer” by HUD. We have also come through some challenges that our incredible staff turned into opportunities to better service our residents and community. We have witnessed success stories from our YouthBuild graduates, some of whom are holding down their first good job or now in the process of achieving a college

degree—one of them on a football scholarship!

I am proud of SHA’s pursuit of excellence that is manifested through our people, our programs and our partnerships. Seeing construction ongoing at Brawley Street is an exciting development. The public-private partnerships that are fueling the renovations of the upcoming Northside community continue to drive progress.

I hope you will continue to support our efforts as we look forward to all that 2014 holds for SHA and our community. Thank you again for your investment in our community. It is an honor to serve you in this capacity.

Sincerely,

Dr. Charles Love

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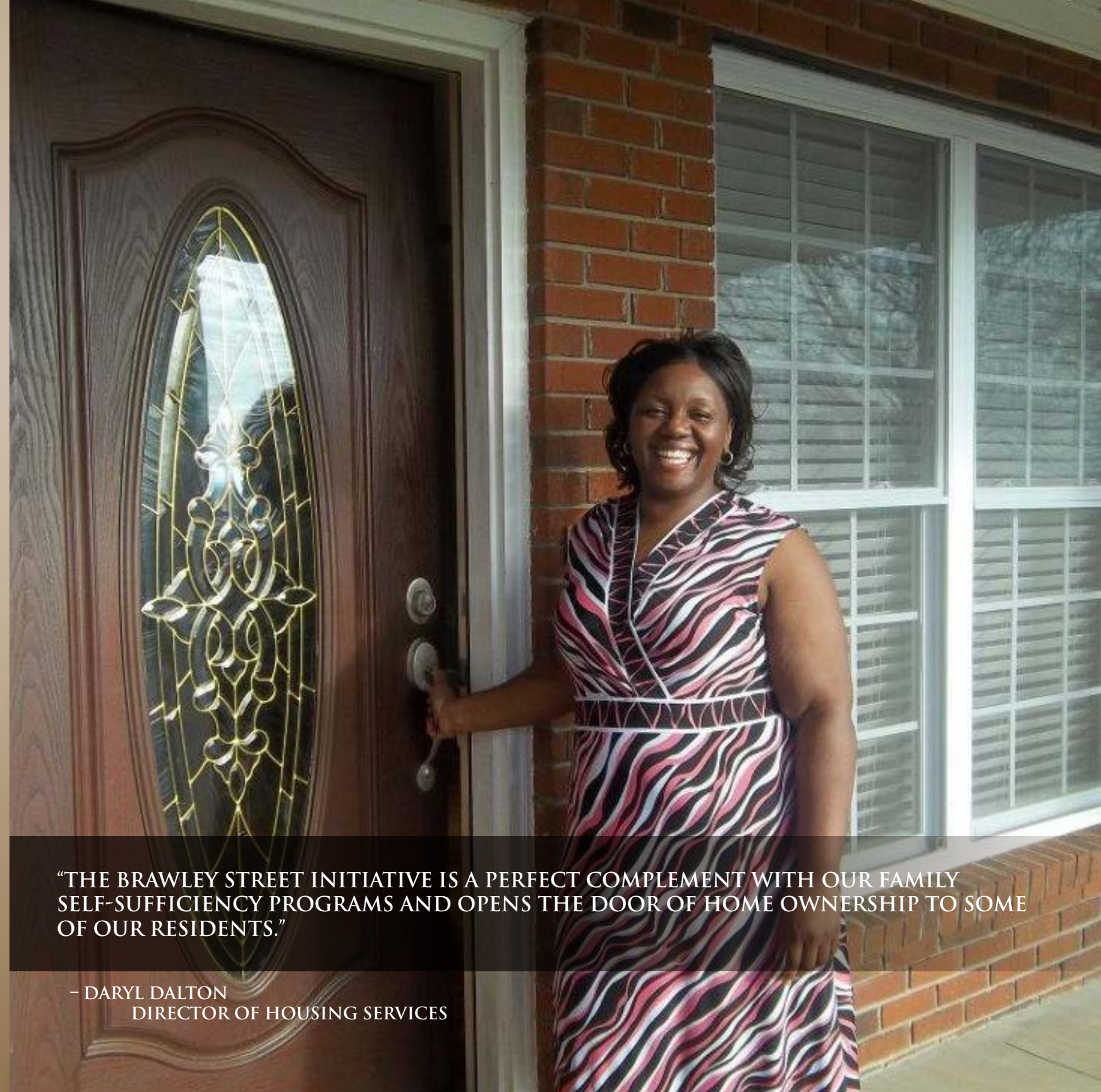
Choice Neighborhoods

OPENING THE DOOR OF HOME OWNERSHIP

In the fall of 2013, Spartanburg Housing Authority broke ground on Brawley Street (Northside Spartanburg), a branch of our Choice Neighborhoods Initiative, which will open the door to self-sufficiency and home ownership for six of our residents. SHA will build 6 multi-family town homes that initially will serve the residents as public housing with the ultimate goal of within 3 years all 6 families being proud homeowners. The program works much like “rent with the option to buy,” with a portion of their monthly rent held towards a down payment on the purchase price of the unit.

Lovingly called our “Model Block,” Brawley Street perfectly complements SHA’s Self-Sufficiency program. Each of the residents will go through “Homeowner Institute,” where they will learn budgeting, home maintenance and the keys to being a successful home owner. SHA will spend a little over \$1 Million on the construction of these units, which will be completed (and hopefully occupied) in 2014.

The Mission of the Choice Neighborhoods Initiative is to take a comprehensive approach to neighborhood transformation. Bringing together local leaders, businesses, stakeholders, residents and concerned community activists, the program is designed to catalyze critical improvements in neighborhood assets, including vacant property, housing, services and schools. By focusing on Housing, People and Neighborhoods, we can create the conditions necessary for public and private reinvestment to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families’ choices about their community. Look for more of these developments in the future as SHA’s Choice Neighborhoods increases its presence in the community with homes dotting the landscape throughout the Northside.



“THE BRAWLEY STREET INITIATIVE IS A PERFECT COMPLEMENT WITH OUR FAMILY SELF-SUFFICIENCY PROGRAMS AND OPENS THE DOOR OF HOME OWNERSHIP TO SOME OF OUR RESIDENTS.”

– DARYL DALTON
DIRECTOR OF HOUSING SERVICES



OPENING DOORS OF EDUCATION & EMPLOYMENT

One by one, they marched in, with the full regale of caps and gowns, balloons, party food and even “Pomp and Circumstance” played on a saxophone, to receive their medals and certificates. YouthBuild graduation represented all the dreams and wishes of a bright future: post-secondary education, permanent careers and the belief in themselves that they really can achieve their dreams.

2013 served as a stellar year for the SHA/ YouthBuild program with 10 participants completing the year-long program that included obtaining a high school diploma or GED, occupational skills training, community service learning, leadership development and mentoring/ counseling. Highlights of the year were the day at the South Carolina statehouse seeing the power of their voice, and Graduation Day, where friends and family gathered to celebrate their accomplishments and to applaud and encourage their successes, both past and future.

Their futures? 4 graduates are enrolled in Spartanburg Community College, 3 are joining the military and will be furthering their education, 1 is in Cosmetology at Kenneth Shuler’s and 1 is studying to be a Registered Nurse at Spartanburg Methodist College. As graduate, Alexis Proctor, told the audience at the celebration, “We are reaching for the stars!” Truly, these incredible young people have the stars in front of them. We at SHA/ YouthBuild look forward to watching them achieve their dreams.

Youthbuild



“THROUGH THE YOUTHBUILD PROGRAM, I GAINED THE NECESSARY SKILLS TO OPEN THE DOOR OF FULL-TIME EMPLOYMENT WITH A GOOD-PAYING JOB I REALLY LIKE!”

– JUNIOR SANG

YB grad, IAC of Spartanburg in car parts production

THE SHA’S YOUTHBUILD PROGRAM HAS OPENED THE DOOR TO MY DREAM CAREER!

– Kenjra Hall

YB grad, studying cosmetology at Kenneth Shuler’s



“A DOOR TO A GOOD EDUCATION IS NOW OPEN TO ME.”

– DUSTIN LAWSON

YB grad — state-recognized high GED test score — top 5% in SC; studying at Spartanburg Community College



“PARTNERING WITH SHA HELPS OPEN DOORS TO A
BRIGHTER FUTURE FOR THE ENTIRE COMMUNITY.”

– CURT MCPHAIL

President Greenlab Strategies



Northside OPENING DOORS TO A BRIGHTER FUTURE

Spartanburg Housing Authority is proud to partner with the Northside Development Corporation (NDC) and others to encourage and manage the redevelopment of the City of Spartanburg's Northside community, honoring its past and expanding the economic, educational, recreational, healthcare, and social opportunities for its residents. Currently, SHA is constructing the Brawley Street development (to read more about this project, see pages 6-7) that will help 6 residents find their way to self-sufficiency by turning renters into successful homeowners.

Our community partner, NDC, has begun construction of the Northside Healthy Food Hub, which will house the Farmers Market, a community café and garden, the Butterfly Foundation and its culinary arts program, providing healthy foods and fresh produce to the neighborhood and Spartanburg community. The Food Hub should finish its construction in 2014 and become a fast Spartanburg “favorite.”

Through NDC's efforts, properties have been attained that will help us achieve a revitalized Northside that is vibrant and sustainable, where everyone has the opportunity to thrive. Featuring high quality mixed-income housing, an effective cradle-to-college education pipeline, and comprehensive community wellness resources, the Northside community will once again be a Choice Neighborhood.

Brawley Street and the Healthy Food Hub are just the beginning. Look for the progress to continue in 2014 as we push forward to revitalize the Northside.



Northside



Face Forward

OPENING DOORS TO A SECOND CHANCE

SHA is honored to have received a \$1 Million grant from the US Department of Labor (DOL) to implement Face Forward, a diversion program for young people between the ages of 18-24, male or female, who are non-violent offenders with no significant criminal history, have not completed high school and are unemployed.

The mission of Spartanburg's Face Forward, in cooperation with Spartanburg County's 7th Judicial Circuit Solicitor's Pre-Trial Intervention program, is to reduce recidivism of young adult, non-violent offenders with no real criminal history. Through comprehensive, personalized services in education, employability, training, mentoring and community service projects, Face Forward will prepare participants to become leaders in their community. Empowering young people to make good life decisions, not enabling them to continue making bad life decisions is a driving force of Face Forward, which will begin in early 2014.

SHA could use community partners, people and businesses that will help us spread the word about this opportunity to invest in the lives of these young people. We need guest lecturers in your area of expertise, job shadowing opportunities, volunteers for community service projects, donations of supplies and/ or materials for our community service projects and employers who would be willing to provide internships during the program and permanent jobs for our participants upon program completion.

Giving young people a second chance at life is something SHA is proud to be a part of. We hope you will join us in supporting this worthy effort.

For more information, go to shasc.org.



FACE FORWARD OPENS THE DOOR TO A SECOND CHANCE IN LIFE."

– LEN MOOREFIELD
PROGRAM COORDINATOR



"I LOVE BEING PART OF AN ORGANIZATION WHOSE STAFF WAKES UP EVERY MORNING THINKING ABOUT HOW WE CAN OPEN DOORS OF OPPORTUNITY TODAY THAT WILL IMPACT OUR RESIDENTS AND THEIR FAMILIES FOR DECADES TO COME."

– CHRIS STEED

*President & CEO of United Way of the Piedmont,
& SHA Commissioner*



Our Staff OPENING DOORS OF OPPORTUNITY TODAY

Innovation and creativity are just parts of the service our Spartanburg Housing Authority staff provides every day. This year, SHA set a lofty goal of higher resident participation in their communities through increased attendance at resident meetings, SHA events and other activities that would benefit both the residents and their neighborhoods. The ultimate goal was to see residents taking an active role in their communities and participating in community service projects in the area.

Through a partnership with our friends at the United Way, SHA was able to create a program called "SHA CA\$H" where our residents earn "cash" for their participation in these neighborhood/ community activities. Our slogan is "pretend cash for real stuff". If you want to spend more, you can earn more by participating in SHA programs. This "cash" can be spent once a month at the SHA CA\$H store that SHA staff members set up at various locations. Transportation is provided to the store for residents who need it. The residents learn from their meetings and enjoy seeing each other at the store. SHA thanks the United Way for their investment in our community through this program and hopes to see many more collaborations in years to come.

Ms. Valerie Forsberg, Community and Supportive Services Manager, said, "I enjoy watching the residents choose much-needed supplies or even items to decorate or furnish their homes. Each month the program grows." According to Ms. Forsberg, resident participation has increased substantially and hopefully will set a pattern of community involvement for our residents that will continue.



Our Staff

BOARD OF COMMISSIONERS

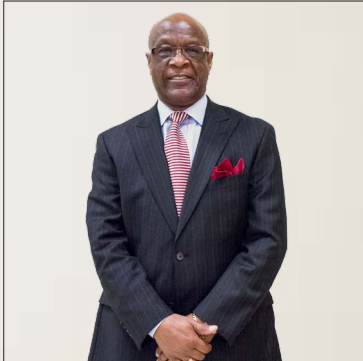
SENIOR STAFF



MRS. SUZANNE COLE
COMMISSIONER



MR. THOMAS LOUNDS
COMMISSIONER



DR. CHARLES LOVE
CHAIRMAN



MR. MAC HOGAN
CHAIRMAN



MRS. TIFFANY ASKEW
*HCV PROGRAM
MANAGER*



MR. DARYL DALTON
*DIRECTOR OF
HOUSING OPERATIONS*



MRS. VALERIE FORSBERG
*COMMUNITY & SUPPORTIVE
SERVICES MANAGER*



MR. JOE CLAICDAN



MS. MARGARET WOODSON
*PROCUREMENT
OFFICER*



MR. HARRY BYRD, JR.
EXECUTIVE DIRECTOR



MS. IRENE SIMS
COMMISSIONER



MR. CHRISTOPHER STEED
VICE CHAIRMAN



MRS. KITTIE COLLINS TULLIS
COMMISSIONER



MR. JAMES WHITCOMB
*REGIONAL PROPERTY
MANAGER*



MS. EVA MACDONALD
*AREA PROPERTY ASSET
MANAGER*



MR. H. LOUIS ZAMMETT
*CHIEF FINANCIAL
OFFICER*



MS. LOIS MENKEN
*EXECUTIVE OFFICE
ASSISTANT*



MR. JOHN KINSEY
*DIRECTOR OF PLANNING
& DEVELOPMENT*

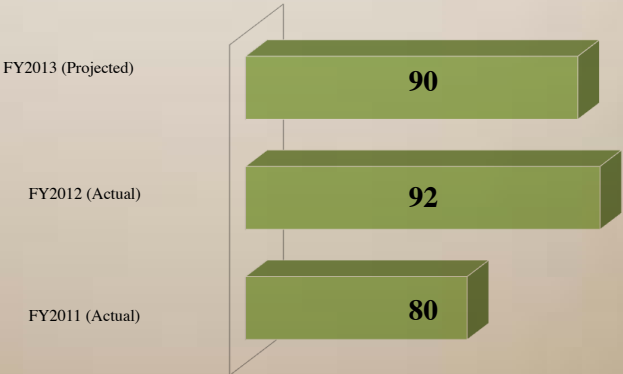
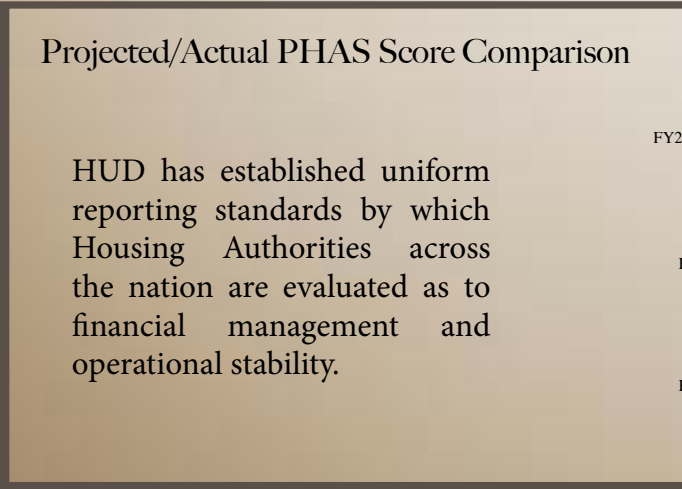
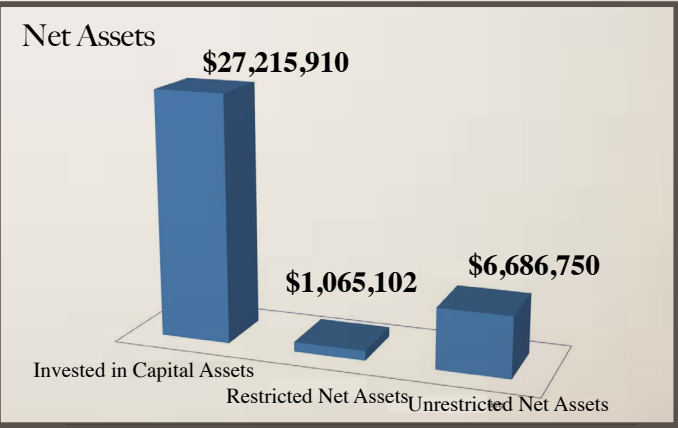
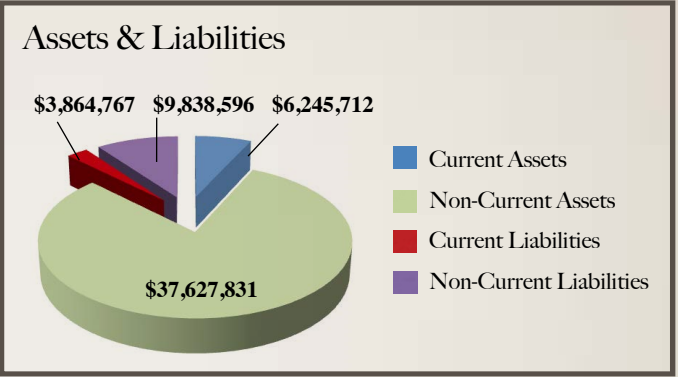
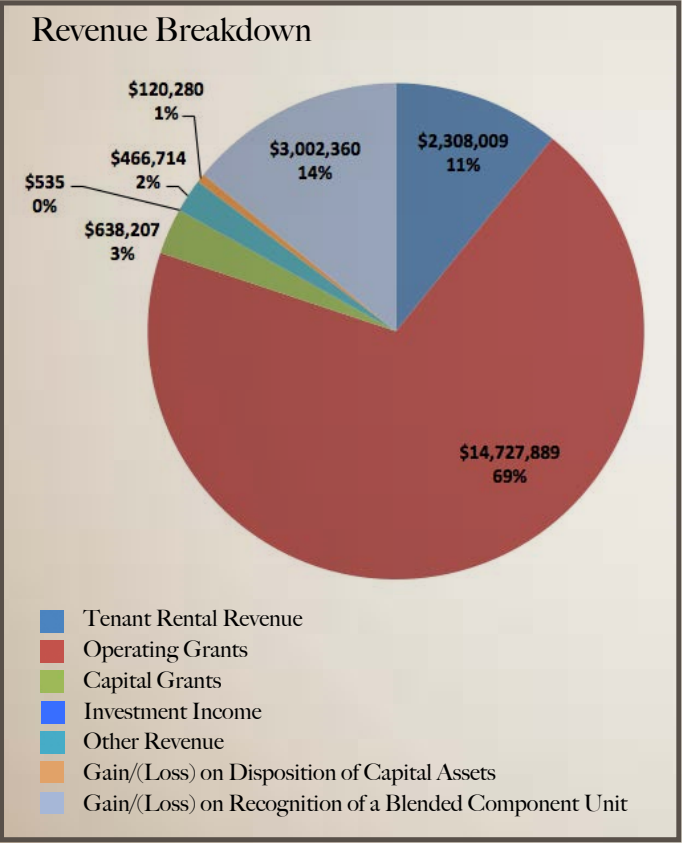


Revenue:	
Tenant Rental Revenue	\$2,308,009
Operating Grants	\$14,727,889
Capital Grants	\$638,207
Investment Income	\$535
Gain/(Loss) on the Disposition of Capital Assets	\$120,280
Gain/(Loss) on the Recognition of a Blended Component Unit	\$3,002,360
Other Revenue	\$466,714
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TOTAL REVENUE	\$21,263,714
Expenses:	
Administrative Expenses	\$3,851,061
Tenant Services	\$375,147
Utilities	\$1,366,099
Maintenance and Operations	\$1,905,912
Protective Services	\$139,403
General Expense	\$1,179,742
Interest Expense	\$212,590
HAP Payments	\$9,339,254
Non-Operating Bad Debts	\$127,177
Fraud Losses	\$0
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TOTAL EXPENSES	\$18,496,385
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TOTAL REVENUE (EXPENSES) BEFORE DEPRECIATION	\$2,767,609
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Less: Depreciation	\$2,165,698
EXCESS REVENUE (EXPENSES) AFTER DEPRECIATION	\$601,911

THE SPARTANBURG HOUSING AUTHORITY...

is prudent in the way it manages its financial resources. Our goal is to provide detailed and accurate financial information to our stakeholders, residents and community partners. In 2013 SHA again had to deal with reduced funding HUD due to Sequestration. However, our services to residents were not reduced. We simply met the challenge of doing more with less.

Once again, Spartanburg Housing Authority received an Unqualified opinion from its Independent auditor. An Unqualified opinion is the highest and best opinion that an auditor can render on an entity’s financial statements. It affirms that the financial statements are free of material misstatements and is presented in accordance with General Accepted Accounting Principles (GAAP) The Unqualified opinion also reflects the financial strength and stability of the Spartanburg Housing Authority and speaks well to our ability to adapt in this ever-changing economic environment. We are dedicated to the successful long-term sustainability of this organization and our community.



Expense Breakdown *(Millions of Dollars)*





Our Community OPENING THE DOOR OF FATHERHOOD

"This is my daddy," Michael beamed to the Spartanburg Housing Authority staff member who gave him a ticket for a prize later. For our third year, SHA partnered with the Upstate Fatherhood Coalition to present a special Father's Day for our residents' children.

Held at the C. C. Woodson Community Center, the children brought their fathers, or their "adopted" dads for an evening of swimming, games and fun. Even special guest speaker, Spartanburg City's own Mitch Kennedy, brought his 7-year-old son Micah to participate.

An opportunity to showcase the privilege and joy of fatherhood, SHA and Upstate Fatherhood Coalition staff picked up families and brought them to the event. Some children and fathers swam; others played basketball. A dinner with hotdogs and hamburgers and all the trimmings was served by SHA staff volunteers. The special time of the evening was the "raffle" drawing where every child (and dad, too) that attended picked out a special age-appropriate gift to take home.

SHA looks forward to encouraging the gift of Fatherhood by celebrating Father's Day in 2014 with our residents' children and their fathers.



A Door of OPPORTUNITY



A Message from our Mayor

As mayor of the great city of Spartanburg, it has truly been a pleasure to work with the team at the Spartanburg Housing Authority to promote safe, thriving communities that help make Spartanburg a great place to call home.

SHA continues to be a driving force in the community for public-private partnerships. Forging relationships between businesses and governmental entities is an opportunity that advances economic development, workforce training and vibrant neighborhoods. The Brawley Street development and the upcoming Northside renovation are tributes to these relationships.

The City of Spartanburg is proud to partner with SHA on many projects, including the upcoming Northside. Spartanburg is fortunate to have SHA working so hard to directly address quality of life issues for many of our citizens as we all pursue a future filled with opportunity.

I encourage you to learn more about the work of the Spartanburg Housing Authority by reading this annual report and also by going to their website at shasc.org. With your support, we can help SHA continue to be a “door of opportunity” for many of our citizens.

Sincerely,

Junie White

Junie White
Mayor



*“Be an
opener of doors.”*

RALPH WALDO EMERSON





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