

2014  
ANNUAL REPORT



# BACK TO BASICS

THE ABCs OF SHA'S BASICS

# 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.*



# BACK TO BASICS

## *A Message from our Interim Executive Director*

It is a great day at the Spartanburg Housing Authority! We have renewed our commitment to SHA's mission and celebrate our accomplishments. I am pleased to be able to provide this introduction for the Spartanburg Housing Authority's 2014 Annual Report. The past year has been challenging in many ways, but also has provided the opportunity for the leadership and its incredible staff to step forward and make substantial contributions to the residents, neighborhoods and communities we serve.

Included in this report is news of our positive financial position, progress, opportunities and success. SHA has adopted the theme "Back to the Basics." Simply speaking, SHA is working to focus and perform at a high level. Our theme reflects the strengthening of existing relationships internally and externally, building upon new relationships and new opportunities seized. These are the basic building blocks of our success.

Our team would like to wish our former Executive Director Mr. Harry A. Byrd, Jr. the very best in his retirement and thank him for his years of service. His contributions resulted in a brighter future for the Spartanburg Housing Authority and improved quality of life for our program participants.

It was exhilarating to be a part of the opening ceremony for the six new townhome units that were completed on Brawley Street as a part of our partnership with the City of Spartanburg and Northside Development Group. These units, now known as Cambridge Place, intentionally do not look like traditional Public Housing. SHA and our partners developed them as a part of a model block to show what the Northside can be. We are very excited about the possibilities of the Choice Neighborhood Implementation Grant Application that will be submitted in 2015 and are proud to be a co-applicant with the City of Spartanburg.

SHA continues to move forward in partnering with the U.S. Department of Housing and Urban Development on the new Rental Assistance Demonstration (RAD) Program. RAD's purpose is to preserve affordable housing by bringing in new funding sources for renovations and when possible, demolition and new construction. In early 2015, SHA plans to demolish a portion of the Cammie Clagett Courts and construct 72 new units, which will be known as Highland Crossing. The RAD program is truly changing the face of Public Housing.



Just recently, HUD recognized SHA as a Section 8 Management Assessment Program (SEMAP) High Performer. Our current designation as a Public Housing Assessment System (PHAS) Standard Performer lacked 8 points to reach the High Performer designation.

In conclusion, I would like to express my appreciation to the Spartanburg Housing Authority's Board of Commissioners and many community partners for their commitment. As we move into 2015, we are encouraged, optimistic and hopeful. As a part of its mission, HUD has identified the need for quality affordable rental homes with the intent to utilize housing as a platform for improving quality of life. SHA as an organization, community partner and as a group of committed, dedicated individuals, strives to partner with HUD to fulfil this mission.

Sincerely,

A handwritten signature in dark ink, appearing to read "D. Dalton".

Daryl Dalton  
*Interim Executive Director*



# THE ABCs OF SHA's BASICS

*A Message from our Chairman*

*“Great sculptors and artists spend countless hours perfecting their talents. They don’t pick up a chisel or a brush and palette, expecting immediate perfection. They understand that they will make many errors as they learn, but they start with the basics, the key fundamentals first.” - Joseph Wirthin*

As an author, businessman, and religious leader, Joseph Wirthin understood all too well that in any endeavor, mastering key fundamentals or “getting back to basics” is a consistent component of excellence.

At the Spartanburg Housing Authority, 2014 was a year to refocus, retool and “get back to the basics” of our mission of providing affordable housing options in vibrant neighborhoods for the citizens of Greater Spartanburg.

The year saw many changes, most notably the retirement of our Executive Director of five years, Harry Byrd, and the appointment of Interim Executive Director, Daryl Dalton. SHA saw great successes in 2014, but also tackled some serious challenges. We will be better because of both.

I am incredibly proud of our newest development, Cambridge Place—the first phase of a massive redevelopment effort in the Northside community. The public-private partnerships fueling the new Northside are sure to result in a vivacious neighborhood

any Spartanburg citizen will be proud to call home. I am also excited to see Highland Crossing on the horizon in place of outdated public housing. Add a “high performing” Section 8 department and award-winning resident programs, and the future of SHA is bright indeed.

SHA’s commitment to “getting back to basics” will continue throughout 2015 and beyond. I hope you will continue to support our efforts, and sincerely thank you for your investment in our community.

Sincerely,

Suzy Cole  
Chairman

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# ADMINISTERING A+ PROGRAMS:

## *An Introduction to this Section*

A+ Programs are the building blocks to achieve the Spartanburg Housing Authority's mission of fostering neighborhood development and opportunities for those we serve to achieve self-sufficiency.

Administration of A+ Programs is important to present and further goals. These programs helped us achieve national recognition as a Housing and Urban Development "High Performer," paving the way for enhancement and development of Spartanburg's Northside, featuring our model block, Brawley Street.

**Building a brighter future for our youth by increasing opportunities can enable economic independence, civic engagement, mentoring of others and contributions to the progress and sustainability of high quality, safe neighborhoods.**

Community programs, Youth Build and Face Forward, improve educational outcomes and intergenerational mobility to at-risk youth. It offers services and support enabling them to obtain certifications and skills that lead to career fulfillment.

The SHA team likes to recognize those who have made positive decisions in their lives and who influence others to do the same. In this report we will spotlight Kimberly Atchinson, who through hard work and determination has achieved her goal of home ownership and created a better life for herself and her four boys.

Our commitment to these basics of SHA has created and strengthened partnerships with public-private entities and community partners including local employers, Northside Development Group, the City of Spartanburg, Butterfly Foundation and Spartanburg County Adult /Community Education.



ACHIEVING DREAMS OF  
HOMEOWNERSHIP

RESTORING HOPE IN  
OUR YOUTH



*“Working with Kimberly Atchison was about focus. After previous case management done by Ms. Carla Fowler, I was able to help Kimberly stay focused on her long term goals. She stayed on her job at BMW and we at FSS helped her focus on paying off debt and bills. That focus turned into achieving her dream of being a homeowner.”*

- Lorenzo Teasley

## ADMINISTERING A+ PROGRAMS: ACHIEVING DREAMS OF HOMEOWNERSHIP

Kimberly Atchison is a single mother of 4 boys. She had lived in the Tobias Booker Hartwell Apartments for 5 years when she received a Housing Choice Voucher in 2010. At the time, she had been a temporary employee with the same company for two years. Ms. Atchison enrolled into the Family Self-Sufficiency program in 2011 and began to work on her goals of becoming more stable economically. When Kimberly was hired full-time at BMW in 2012, she began to aggressively save and work toward improving her circumstances. She attended budgeting and credit repair sessions to improve her financial goals, and participated in the Spartanburg Housing Authority Homeownership Institute to assist with education on purchasing a home for first time buyers. Ms. Atchison increased her income by 60% through employment and therefore, was no longer eligible to receive Housing Choice Voucher rental assistance.

Ms. Atchison’s final FSS goal, to become a homeowner, was accomplished in August 2014. Kimberly closed on her first home; a four bedroom, double car garage house in the Tyger Park Subdivision in School District 6. That same year, she graduated from the FSS Program.

Kimberly Atchison is a prime example of how a self-motivated person can rapidly improve his/her life with the help of the FSS Program. Working along-side her mentor, Lorenzo Teasley, Program Manager, Carla Fowler, and Homeownership Coordinator, Brenda Oglesby, she graduated from the FSS HCV Program in only three years. She is truly an inspiration and a role model in her community.



*“You never know which door will lead you towards your dreams, until you have the courage to go through it.”*

- M. Linyard, YouthBuild/Face Forward AmeriCorps/Mentoring Coordinator

## ADMINISTERING A+ PROGRAMS: RESTORING HOPE IN OUR YOUTH

Two basic building blocks for the future are the Spartanburg Housing Authority’s continuing services for older youth: YouthBuild and Face Forward. 2014 was a spectacular year for both programs! YouthBuild and Face Forward serve 17-24 year olds in academic training, employability, leadership, community service, and mentoring. A total of seventy-two youth have been served in these programs.

This year, 43 young adults earned certification in OSHA-10 hour Construction Safety, HBI PACT certification, and/or their GED or diploma. In addition, 11 enrolled in Post-Secondary Education and more than 20 are currently employed.

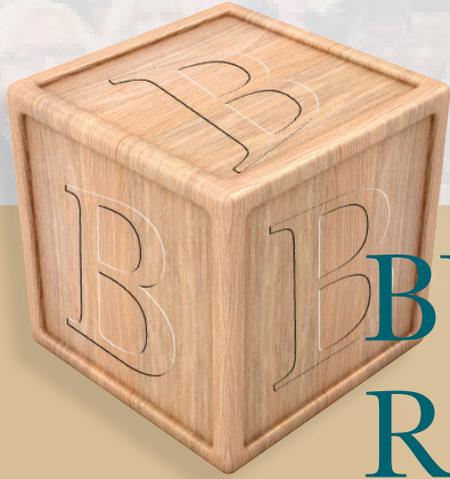
During the year, our participants experienced many new things. They helped a local community shelter rehab cabins for mothers and children, volunteered at the BMW Charity Pro-Am Golf Tournament, and as AmeriCorps members, they served Spartanburg County First Responders a hotdog lunch on 9/11. Our young adults took part in a boat-building project, in cooperation with Spartanburg Water, for a community fun day and team-building at the National Whitewater Center.

Our goal is to make sure that the participants in these programs become successful young adults. Kerrick Moore epitomizes the success of YouthBuild and Face Forward. He began YouthBuild as a 19 year old father with no job or high school diploma. By the time Kerrick completed YouthBuild, he had earned OSHA certification, CPR/First Aid certification, Pre-apprenticeship Certification Training (PACT), and a high school diploma. Kerrick also developed a strong desire to serve others; and after passing the ASVAB test, he joined the Army. He completed basic training in October 2014 then returned to YouthBuild to share his story with new participants. Kerrick announced during this visit that he had enrolled in college. His journey continues.

With the continued community support and partnerships, YouthBuild and Face Forward look forward to continued success with the young people we serve.

# Practice For Life





# BUILDING BETTER RELATIONSHIPS:

## *An Introduction to this Section*

Strong internal and external relations enabled SHA to gain national recognition as a HUD “High Performer.

SHA is fortunate to have ardent staff members whose diverse talents, ideas and opinions, integrity and compassion support our current and long-term goals.

SHA has thirteen employees who each have more than 10 years of service, including one 35 year employee. We celebrate their dedication and commitment to SHA’s mission, vision and organizational values.

Recognition of our SHA’s maintenance employees is well deserved. They are on the front line every day and many nights, maintaining the quality of public housing and often serving as a primary representative of SHA to our residents.

Furthering their commitment to SHA’s mission statement, 100% of our employees donate to the United Way and some have participated in the United Way’s Poverty Simulation.

Their hard work, dedication and commitment to excellence have empowered SHA to transform neighborhoods, enhance the lives of the residents we serve and empower our youth, building a better future for our community.

THE FRAMEWORK OF  
THE AGENCY



ESTABLISHING A 35  
YEAR LEGACY

UNITED WAY: A  
PARTNERSHIP WITH A  
FIRM FOUNDATION





*“Having known Ms. West for 18 years, I know she is a kindhearted person with compassion for her residents and her property. She cares about SHA and her coworkers and always tries to do something for her residents so they can take ownership of where they live.”*

- Richard Frye

## BUILDING BETTER RELATIONSHIPS: ESTABLISHING A 35 YEAR LEGACY

Nadine West grew up in Spartanburg’s Phyllis Goins Apartments, now known as Collins Park. After graduating from Spartanburg High School in 1974, Nadine went on to receive her BS in Psychology from the University of South Carolina Spartanburg in 1978. She worked part-time at Spartanburg Regional in Child Development before coming to work at the Spartanburg Housing Authority on July 16, 1979.

Nadine takes pride in managing families to ensure that they have the same sense of community she had growing up. She felt she was in the “hot seat” having to serve as the property manager to her peers, mentors, and family members. However, she found it rewarding to see young families getting good jobs that allowed them to buy their own homes, “moving out, and moving up.” During the time she worked at Phyllis Goins, the complex was demolished and rebuilt.

Working at SHA has not always been pleasant for Nadine. She credits a former Supervisor, Rev. Goodwin, for assuring her “God had her at SHA for a reason.” Over the years she has come to realize just what he meant by that statement. She has witnessed the progress of the complexes, educational programs for the residents, homeownership and other programs. To experience the residents accomplishing goals, she says, “has put a smile inside me that no one could remove.”

Every day she sees those she once managed in professional fields, buying homes or graduating from college; she declares that alone makes her experience with the agency worthwhile. A high salary could not replace that type of joy. For Nadine, being a property manager was not just a professional position but a personal one as well.

Throughout her 35 years with the agency, she has managed several complexes including Phyllis Goins, Prince Hall, Northside, Tobias and Camp Croft Apartments. She currently serves as the Property Manager for J.C. Bull Apartments, Appian, Liberty, and Scattered Sites. Nadine explains when she retires, given the time, she could write a book about her exciting and rewarding 35 years with SHA!

# BUILDING BETTER RELATIONSHIPS: THE FRAMEWORK OF THE AGENCY

The Executive Director, Senior Staff, Property Management Staff, are the public faces of SHA. However, there is another critical segment of SHA's staff. These fourteen workers are on the front lines. They are the faces you only see when the furnace doesn't work, grass needs cutting, the sink stops up, or the lock on the front door won't lock! They are out in the heat of summer cutting grass, in the cold sanding sidewalks after an ice storm. When disaster strikes in the form of broken pipes or power failure, our maintenance staff steps up spending long hard hours cleaning and repairing, working to help residents' lives get back to normal.

Tasked with responsibility for the upkeep of over a dozen apartment buildings and complexes, preventive maintenance is at the top of their priority list. When systems need repair the staff responds promptly to ensure they meet the same standards for timely repair that apply to the community at large. To that end, there is someone on call 24 hours a day/365 days a year to ensure residents do not do without heat, a stove, or lights. Our Maintenance Mechanics must be skilled in carpentry and plumbing. They are the electricians who maintain and repair appliances, light fixtures, and heating systems. Others are talented in repairing broken tiles or replacing damaged brick. It is through their dedication to cleaning, painting, repairing, and the general maintenance of our properties that the residences we manage are neat, clean and in good repair for the comfort and safety of our residents.

*"Working as a Maintenance Technician allows me to help the tenants with any problems that may arise in their units."*

- John Prophette



*“As a Maintenance Technician I am able to make a direct impact on improving the complex I serve. It means a lot to know that through my work, I am able to make a difference!”*

- John “Scott” Geddes



Landscaping Crew: Emma Coleman, Anthony Proctor, Nathan Bragg, and Tyrone Meadows

Maintenance Crew: Jerry “Billy” Stapleton, Duncan Smith, David Gregory, John Gunn, Kenny Gist (not pictured), John “Scott” Geddes, Jason Sanford, Perry Clary, John Prophet, and Clarence Branson



Hannah Jarrett, AmeriCorps VISTA Leader, Carmeisha Miller, SHA Elderly and Disabled Services Case Manager and Molly Moyer, Senior Director of Volunteerism & Advocacy

*“Having been an AmeriCorps Vista member, I connected to the community in a personal way. That connection is now my motivation to serve the residents of Spartanburg Housing Authority.”*

- Carmeisha Miller

## BUILDING BETTER RELATIONSHIPS: UNITED WAY: A PARTNERSHIP WITH A FIRM FOUNDATION

The partnership between the United Way of the Piedmont and the Spartanburg Housing Authority is built upon the principals of the United Way’s mission statement: GIVE - ADVOCATE - VOLUNTEER. Each year, the employees of SHA donate to the United Way as a company mission. In 2014, there was 100% participation to GIVE to the United Way.

The employees of SHA have learned to ADVOCATE for residents through participation in the United Way Poverty Simulation, a program that allows staff to understand and experience the life of poverty. Advocacy continues through the Gifts In Kind partnership, whereby residents receive needed household items.

At SHA, an innovative program was designed to distribute these Gifts in Kind items. Residents who attend programs or complete community service are given SHA CA\$H to spend at the SHA CA\$H Store. Using this “pretend money” to purchase real items fosters budgeting, good decision making and saving. For this program, the Spartanburg Housing Authority won two National Awards through the National Association of Housing and Redevelopment Officials (NAHRO); the first was a National Award of Merit. The SHA’s program was one of fourteen chosen to receive the 2014 National Award of Excellence in Program Innovation for Resident and Client Services.

Giving back to the community through VOLUNTEER work is important to the Spartanburg Housing Authority. The SHA supports the United Way VISTA program and ultimately hired a former VISTA Volunteer in 2014; Carmeisha Miller, who is now advocating for residents as part of the Resident Services team. In 2015 two SHA staff members will be serving on the VISTA Advisory Board for the United Way. Our collaborative partnership benefits the individuals we serve, as well as the community at large.



# CREATING CORE COMPETENCIES:

## *An Introduction to this Section*

Core competencies — the guidelines we follow to provide excellent service to our residents, the utmost care for our properties and pride in our programs. We take these basic building blocks very seriously, striving every day to reshape and mold them to make our organization more successful.

This year our Section 8 department was named a High Performer in all categories. Through their leadership and dedicated service they have helped residents make the transition into buying their own homes and becoming responsible citizens of our city.

We are excited to announce the start of a new project for the Housing Authority. Cammie Clagett Courts will now become the Highland Crossing Neighborhood. By participating in the Rental Assistance Demonstration program, 72 new units will be built to house that same number of families.

The Cambridge Place complex on Brawley Street welcomed six families, first time homeowners in December, 2014. These modern, energy efficient townhomes represent the positive development that is transforming Spartanburg's Northside.

HIGHLAND CROSSING -  
IMPROVING A STRONG  
COMMUNITY



BUILDING A HIGH  
PERFORMING TEAM

CAMBRIDGE PLACE -  
THE BRAWLEY STREET  
MODEL BLOCK



*“Having been the initial Property Manager at Cammie Clagett during the beginning of the relocation phase, I am pleased to be able to work on the Highland Crossing RAD project. The Highland Neighborhood is very deserving of all of the amenities that this project has to offer.”*

*- Jessica M. Holcomb*

## CREATING CORE COMPETENCIES:

### HIGHLAND CROSSING - IMPROVING A STRONG COMMUNITY

Changes taking place within the next two years will transform the Highland Community. The Spartanburg Housing Authority’s property (SHA) formerly known as Cammie Clagett Courts is participating in the Department of Housing and Urban Development’s (HUD) Rental Assistance Demonstration (RAD) program. Plans are moving along swiftly to convert Cammie Clagett to a RAD development through demolition and redevelopment of the property. SHA closed on this RAD deal on December 18, 2014. Having received the RAD Conversion Commitment, the SHA has authorization from HUD to proceed with this project.

Demolition and redevelopment will take place in the area of Cammie Clagett beside Macedonia Missionary Baptist Church. Phase 1, the demolition of 40 units will begin in March 2015. Once completed, 72 new units will be constructed. The total projected cost of this project is \$9 million dollars.

The Highland Crossing RAD program is the only 9% tax-credit, demolition, and new construction project awarded in the United States. The revitalizing of this Southside Community is a joint effort between the SHA, the City of Spartanburg, and Community Housing Partners (CHP). CHP, a nonprofit affordable housing developer, works with private and public partners to preserve, design, and construct award-winning homes and neighborhoods in the southeastern United States.

The “new” Cammie Clagett has been appropriately named “Highland Crossing” by members of the existing Highland Community. Highland Crossing will consist of one, two and three bedroom units with generous square footage in each. In addition, there will be a clubhouse, playground, gazebo, pedestrian connectivity, energy efficient appliances, washer/dryer hookups and handicapped accessible units.

# CREATING CORE COMPETENCIES: BUILDING A HIGH PERFORMING TEAM

The Spartanburg Housing Authority's Section 8 Housing Choice Voucher (HCV) Program provides rental assistance through a variety of voucher-based programs. Housing Choice Vouchers allows very low income families to lease or purchase affordable privately owned housing. The Section 8 HCV Program administers 1,827 vouchers including both Housing Choice Vouchers and Project-based Vouchers.

Housing and Urban Development (HUD) requires Housing Authorities to strictly manage the Section 8 HCV program. The Section Eight Management Assessment Program (SEMAP) reports on an agency's management. This information is contained in HUD's PIH Information Center system and is monitored monthly to ensure compliance with Federal requirements. Housing Authorities are scored on 14 indicators of performance.

The 14 indicators of performance are: proper selection of applicants from the HCV waiting list, sound determination of reasonable rent for each unit leased, establishment of payment standards, accurate verification of family income, timely annual reexaminations of family income, correct calculation of the tenant share of the rent and the housing assistance payment, maintaining a current schedule of allowances for tenant utility costs, ensure units comply with the housing

quality standards before assistance payments begin, timely housing quality inspections, performing of quality control inspections to ensure housing quality, ensure that landlords and tenants promptly correct housing quality deficiencies, ensure that all available housing choice vouchers are used, expand housing choice outside areas of poverty or minority concentration, and enroll families in the family self-sufficiency program.

This year the HCV Department received full points on all 14 indicators and has been designated a High Performer.

*“As a supervisor, I am extremely proud of my department for reaching a High Performer status. I could not ask to work with a better group of people, not just those in the HCV Department, but everyone in the agency. My family and I are truly blessed to be able to live and work in this great community.”*

- Tiffany Askew



Tiffany Askew, Whitney Gaffney, Everett Edwards, Terry Blackley, Barney Rhinehart, Richard Hunter, Danielle Bridges, Lanise Dillard, Carolyn Wofford, and Tangie Roseboro.





*“It’s an exciting opportunity to be a part of the change that is happening here. It is a once-in-a-lifetime experience.”*

- Charles Evans

## CREATING CORE COMPETENCIES: CAMBRIDGE PLACE - THE BRAWLEY STREET MODEL BLOCK

On December 05, 2014, six families moved into three, two-unit townhomes on Brawley Street in the Spartanburg Northside. Cambridge Place is a modern complex, which consists of brightly colored, energy-efficient homes with large porches and state-of-the-art appliances. The residents completed the Cambridge Institute, as part of SHA’s Homeownership and Family Self-Sufficiency Programs. In these classes they learned budgeting, home-maintenance, and other skills needed to become successful homeowners.

The Brawley Street Model Block was funded by a \$1 million federal grant to the Spartanburg Housing Authority (SHA). In addition, the City of Spartanburg funded more than \$220,000 in streetscaping and other infrastructure improvements. This complex is targeted for sale to first-time homebuyers in an effort to successfully transition them out of public or subsidized housing. The Brawley Street Model Block is an “early-in” project of the broader Northside Initiative, and is representative of the high quality construction and attractive design we will see in future residential development on the Northside.

In October 2013 HUD announced it had awarded Spartanburg a \$300,000 Choice Neighborhoods Program planning grant, to be used to develop a comprehensive Transformation Plan for the area. This 400-page plan was completed in October 2014; it embodies the voice of the residents and stakeholders and serves as a road map to a safe, strong and thriving Northside. In collaboration with the City of Spartanburg and Northside Development Group, SHA will be a co-applicant for a Choice Neighborhood Implementation Grant in February 2015. The Northside Community is also home to the newly opened Harvest Park, a healthy food hub, café and urban garden.

Spartanburg Mayor Junie White stated at the Cambridge Place Ribbon Cutting, “This is just the beginning,” the Cambridge Place Townhomes are the “new face of the Northside.”

# BACK TO BASICS

## BOARD OF COMMISSIONERS



**SUZANNE COLE**  
*CHAIRMAN*



**THOMAS LOUNDS**  
*VICE-CHAIRMAN*



**KITTIE COLLINS-TULLIS**  
*COMMISSIONER*



**MAC HOGAN**  
*COMMISSIONER*



**MOLLY TALBOT-METZ**  
*COMMISSIONER*



**BRENDA THOMAS**  
*COMMISSIONER*



# BACK TO BASICS

## SENIOR STAFF



**DARYL DALTON**  
*INTERIM  
EXECUTIVE DIRECTOR*



**TIFFANY ASKEW**  
*SECTION 8  
PRODUCT MANAGER*



**JOE GOMEZ CALICDAN**  
*ACCOUNTING MANAGER*



**PENNY CULP**  
*LEASING &  
OCCUPANCY MANAGER*



**VALERIE FORSBERG**  
*COMMUNITY & SUPPORTIVE  
SERVICES MANAGER*



**JOANN HARRIS**  
*TAX CREDIT  
PROPERTY MANAGER*



**JESSICA M. HOLCOMB**  
*PROJECT MANAGER*



**TYRONE MEADOWS**  
*CONSTRUCTION FACILITIES  
COORDINATOR*



**LOIS MENKEN**  
*EXECUTIVE OFFICE ASSISTANT  
HUMAN RESOURCES*



**LEN MOOREFIELD**  
*YOUTH BUILD/  
FACE FORWARD  
PROGRAM MANAGER*



**JILL O'CONNELL**  
*SENIOR PROPERTY  
ASSET MANAGER*



**MIGUEL PASTRANA**  
*IT SYSTEM ANALYST*



**MARGARET WOODSON**  
*PROCUREMENT  
OFFICER*

# FINANCIALS

(UNAUDITED)

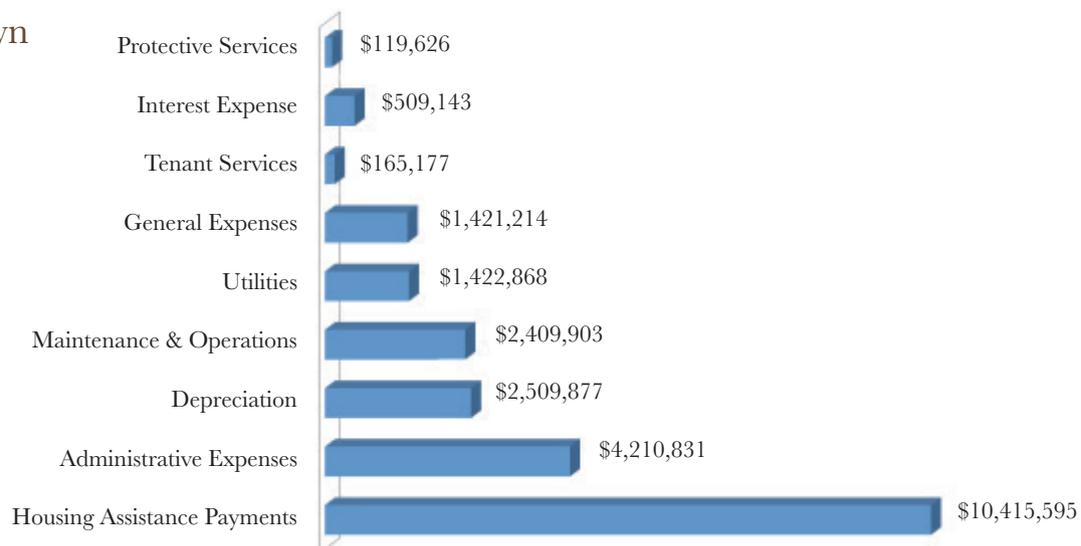
## 2014 STATEMENT OF REVENUE/EXPENSES (Unaudited)

Revenue:	
Tenant Rental Revenue	\$2,726,521
Operating Grants	\$18,105,629
Capital Grants	\$621,099
Investment Income	\$292
Other Revenue	\$1,327,457
<b>TOTAL REVENUE</b>	<b>\$22,780,998</b>
Expenses:	
Administrative Expenses	\$4,210,831
Tenant Services	\$165,177
Utilities	\$1,442,868
Maintenance and Operations	\$2,409,903
Protective Services	\$119,626
General Expense	\$1,421,214
Interest Expense	\$509,143
HAP Payments	\$10,415,595
<b>TOTAL EXPENSES</b>	<b>\$20,694,357</b>
<b>TOTAL REVENUE (EXPENSES) BEFORE DEPRECIATION</b>	<b>\$2,086,641</b>
Less: Depreciation	(\$2,509,877)
<b>EXCESS REVENUE (EXPENSES) AFTER DEPRECIATION</b>	<b>(\$423,236)</b>

Spartanburg Housing Authority's revenues received increased by \$3.2 million during 2014 with increase noted in HUD operating and Capital grants subsidies as well as increases in the Housing Choice Voucher Program funding. Our community partners are able to see first hand the impact of dollars invested in the community and our employees are even more dedicated to meeting the challenges associated with new programs and new regulations.

- The Authority's net assets decreased \$0.4 million during 2014. Net Assets were \$37.8 million and \$37.4 million for 2013 and 2014, respectively.
- Revenues increased \$3.2 million during 2014, and were \$19.6 million and \$22.8 million for 2013 and 2014, respectively.
- The total expenses of all Authority programs increased \$1.2 million. Total expenses were \$19.5 million and \$20.7 million for 2013 and 2014, respectively.
- Unrestricted Net Assets of \$4.2 million at 9/30/2014 provides a picture of the financial well being of the agency.

## Expense Breakdown

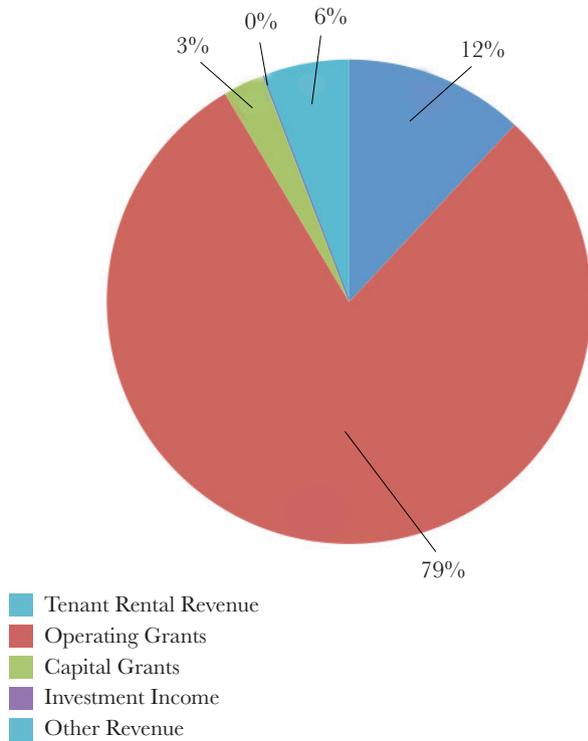


# FINANCIALS

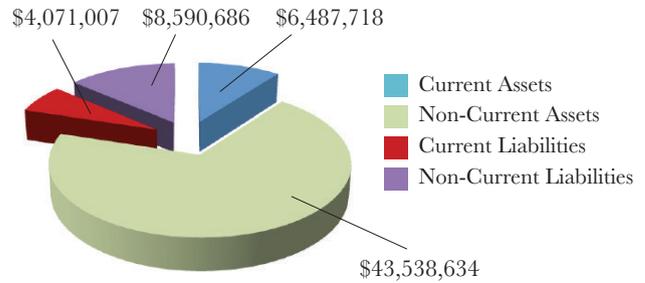
\$43,538,634

(UNAUDITED)

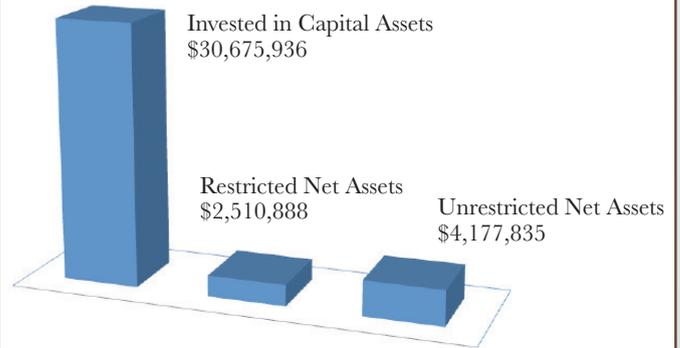
Revenue Breakdown



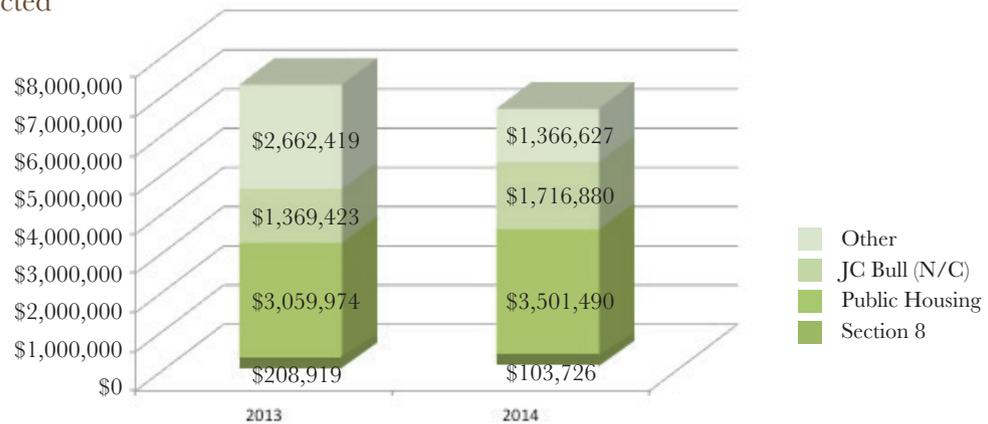
Assets & Liabilities



Net Assets



Restricted and Unrestricted Reserves (2013 & 2014)



# BUILDING A LEGACY

## 10+ YEARS OF SERVICE

***“Working with SHA has been an exciting and rewarding 35 years!”***

- Nadine West, 35 years

***“I started working here when Frank Gooch was the Executive Director. Throughout my 29 years I have worked in Maintenance, Management and now I am an Inspector with the Section 8 Department.”***

- Barney Rhinehart, 29 years

***“During my years at the Spartanburg Housing Authority I’ve learned by working hard, making good decisions, learning from bad ones.***

***Building relationships with staff and other agencies has not only made me successful but I became a benefit to the agency.”***

- Penny Culp, 23 years

***“It has been quite an experience working here for 22 years!”***

- Jerry “Billy” Stapelton, 22 years

***“I have enjoyed working with numerous residents and co-workers through the years. I’ve been blessed to have been employed here for over 20 years!”***

- Teresa Hunter, 21 years

***“Not many people can say they have worked for the same company for more than 20 years. I can say that, and for that I am grateful.”***

-Emma Coleman, 21 years

***“I have enjoyed working with the residents of SHA. I have enjoyed serving them in the capacity I have and wish them all well.”***

- Richard Frye, 17 years

***“I’ve had the opportunity to develop my skills working for SHA and for that I am grateful.”***

- Tyrone Meadows, 14 years



***“Remember the happiest people are not those getting more but those giving more”***

*- Carla Fowler, 13 years*

***“The SHA gives me a sense of pride working with the organization. I have the authority to enforce rules that are conducive to our clients on a higher authority that they don’t have in making their dwelling a more comfortable and safer place to live.”***

*- Terry Blackley, 12 years*

***“Everyone that I work with is simply amazing, especially my Supervisor, Rhonda Palmer. It is awesome to work in an environment where everyone feels welcomed and like family.”***

*- John Gunn, 10 years*

***“I’ve had the opportunity to manage numerous complexes during my tenure here at SHA. This has been a very challenging, yet rewarding adventure.”***

*- Rhonda Palmer, 10 years*

***“My overall experience has been very rewarding and I couldn’t ask for a better employer.”***

*- Anthony Proctor, 11 years*



Nadine West, Barney Rhinehart, Penny Culp, Jerry Stapleton, Teresa Hunter, Emma Coleman, Richard Frye, Tyrone Meadows, Carla Fowler, Terry Blackley, Anthony Proctor, John Gunn, and Rhonda Palmer.



# KEEPING IT SIMPLE

*A Message from our Mayor*

The City of Spartanburg and the Spartanburg Housing Authority continue to work together to build a better future for hundreds of citizens every year. Our joint efforts resulted in some major milestones in 2014, most notably the completion of the first homes on the Brawley Street Model Block in Spartanburg's Northside. Part of the most ambitious community redevelopment project in the history of our state, the Brawley Street Model Block is tangible evidence of the significant progress we are making throughout our community.

The City and SHA partnership will continue to be vital for Spartanburg's future. Much has been accomplished in recent years, but we still have a lot of work to do. The economy continues to change in dramatic ways, and too many of our citizens lack the skills needed to compete for jobs in the 21st century. Too many of our children lack the resources to be ready for kindergarten. Too many of our families lack the access to services and training they need to change their future. This reality impacts everything from crime rates to tax rates. We cannot afford to ignore that fact if our vision is to be a community that our children and grandchildren will want to be a part of in the future.

The Spartanburg Housing Authority has long understood this, and has been at the forefront of the positive changes that have swept through our community over the past several years. Crime rates continue to fall, homeownership continues to climb, and stronger families and neighborhoods continue to emerge. We must continue to work together to build a better Spartanburg for everyone, and I look forward to the progress we will make in 2015 and beyond.

Sincerely,

A handwritten signature in black ink that reads "Junie White". The signature is written in a cursive, flowing style.

Junie L. White  
Mayor

# *In Memory:* Tanya Tiede

1970-2014

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In 2014, the Spartanburg Housing Authority lost a dedicated employee. Tanya Tiede died unexpectedly as a result of injuries sustained in an automobile accident. She was loved by the senior and disabled residents she served. In her nine years with SHA, Tanya's heart for the residents was limitless. After she passed everyone realized the many ways in which she touched the lives of both the residents and staff who felt they lost an angel on earth the day Tanya passed away.



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