



Spartanburg, South Carolina

2011 - 2014 Strategic Plan

Approved On August 16, 2011

The Spartanburg Housing Authority Board Of Commissioners

Mission Statement

The Spartanburg Housing Authority provides affordable housing options in vibrant neighborhoods for the citizens of the Greater Spartanburg Community. Our Vision is to be nationally recognized as a catalyst for building strong partnerships to create healthy, sustainable, and inclusive communities by offering progressive housing programs that promote self-sufficiency, quality of life and economic vitality.

Organizational Values

The following ethical principals will guide us in everything that we do:

Respect

We are committed to embracing the spirit of inclusion by valuing and appreciating the many diverse talents, ideas and opinions of our Employees, Stakeholders, Partners, and the Residents we serve.

Integrity

We are committed to being professional, trustworthy and accountable for our actions and outcomes and will be prudent in our efforts to improve the Spartanburg Community.

Compassionate

We care deeply about our Employees, Stakeholders, Partners and Residents and will demonstrate fairness and equality in everything that we do.

Collaboration

We will foster a culture of cooperation by establishing innovative and progressive partnerships with organizations that are pursuing similar outcomes for the Greater Spartanburg Community.

Strategic Goals

Organizational Structure and Development

1. Align the organizational structure to be more flexible and responsive to industry driven changes.
2. Recruit, develop and retain a highly qualified and effective staff.
3. Update Employee Policies and Procedures Manual to include high performance guidelines.

Operational Excellence

1. Establish and sustain competent and efficient management of each SHA property site.
2. Achieve high performance status in all applicable HUD designation categories.
3. Achieve and maintain financial strength and flexibility.
4. Achieve and sustain excellence in the application of technology.

Program and Service Excellence

1. Develop and Implement high functioning Resident Services and Family Self-Sufficiency (FSS) Programs.
2. Establish and support active Resident Councils at every SHA property site.
3. Assess, determine and implement the Transforming Rental Assistance (TRA) Initiative at appropriate SHA sites.

Strategic Community Development

1. Perform a comprehensive property assessment of every SHA property site.
2. Create a “Sustainable Neighborhood Strategy” for the Spartanburg Housing Authority.
3. Collaborate with the City of Spartanburg to complete a Master Plan for a mixed-income community in Spartanburg by 2015.

Communication and Awareness

1. Develop and maintain an effective internal communication channel throughout SHA.
2. Develop and implement an effective communications plan for the Spartanburg Community.