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# Strategic Plan

## FY 2018 - 2020

Developed in consultation with:



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## **I. Executive Summary**

The Board, CEO, and management team of the Spartanburg Housing Authority met for a two-day retreat on June 23<sup>rd</sup>-24<sup>th</sup>, 2017 to engage in a strategic conversation. The purpose was to have a meaningful dialogue to explore the current environment that the organization is operating within, and identify priorities and goals that can shape the work of the SHA for the next 2 – 3 years.

To ensure a diversity of opinions and perspectives were considered, two separate pre-planning input sessions were facilitated – one for the front-line staff and one for the management team. In addition, prior to the retreat, the Board members were given the opportunity to participate in an electronic survey to offer their perspectives.

This strategic plan is the high-level view, a separate implementation plan will be developed by the CEO and management team – the separate plan will operationalize the strategies.

## **II. Vision**

Housing and programs as a pathway to success for individuals and families in Spartanburg County.

## **III. Mission**

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

## **IV. Values**

The following values represent our core principles and beliefs which will not be compromised during the achievement of our mission. We believe in:

**Integrity:** We recognize that we are stewards of the public's trust. Our actions will reflect honesty, transparency, and sound judgement.

**Accountability:** We will manage ourselves and our business operations responsibly, with diligence.

**Commitment:** The work that we are tasked with requires dedication – we will stay the course and remain devoted to the cause.

**Respect:** We realize there are diverse opinions, perspectives, and experiences. We will not judge as we serve and work with others that might view the world differently. Our respect will be evident in our communication and our compassion for each other

**Engagement:** We cannot do this work alone. Whether engaging with a partner, funder, residents, participants, or each other, we strive for high-trust, mutually-beneficial relationships.

**Creativity:** We are open to innovation and new opportunities. Creatively challenging the status quo helps us maintain our competitive advantage.

## V. Goals

### **Goal 1: Pro-actively redefine and shape the organization's culture.**

**Strategic Imperative:** If the SHA is going to remain viable to meet its' mission, it is imperative that the organization's culture become a strength. The SHA is due for a culture overhaul. It is time to change the internal narrative and intentionally craft and communicate the norms, values, behaviors, and expectations of the team. The culture is critical to strategy execution – it sets the foundation for the strategy.

#### **Success Indicators:**

1. Team members know, embrace, and fulfill their roles, responsibilities, and expectations.
2. Forward-focused, solution-oriented conversations.
3. The corporate values are evident in conversations, decisions, and actions.
4. The expectation of excellence is held by all team members, not just senior management.
5. Increased morale and decreased turnover.
6. Positive feedback from the community.

### **Goal 2: Explore and determine permanent operational location.**

**Strategic Imperative:** The current physical location is expensive and not an ideal work environment. The current facility imposes challenges that can have a negative impact on operational efficiencies. The leadership of SHA must determine whether to purchase a new building, rent another building, or renovate the current facility.

#### **Success Indicators:**

1. Ample data and information are gathered to inform a decision.
2. The Board and leadership make a sound, evidence-based decision.
3. Resources are allocated to support the decision.
4. The decision is executed.

### **Goal 3: Efficiently and effectively Implement and oversee the RAD transition**

**Strategic Imperative:** The RAD transition will impact 700 households. Over a 5-7 year timeline this transition will improve the quality of housing stock available to residents, as well as put the SHA in a more favorable financial position. With all the benefits associated with RAD, it is still a program that causes concern for the residents and our partners, like the school district. In addition the work of RAD will have a profound impact on the staffing structure of SHA. It is imperative that we see RAD as more than a project to manage – people's lives are impacted by every decision that is made.

**Success Indicators:**

1. Strong, productive, consistent engagement with the community during the process.
2. Relevant, doable development plans.
3. Staff positioned and equipped to fulfill their roles, responsibilities, and expectations.
4. Active addressing and, when possible, resolution of issues/problems as they arise.
5. Adherence to all regulatory timelines and standards.
6. Housing stock is improved.

**Goal 4: Strengthen collaborative relationships.**

**Strategic Imperative:** The work of the SHA requires healthy and productive partnerships, alliances, and collaborations. Sometimes these relationships involve funding, programs, events and/or some regulatory/oversight component. Time and experience has proven that it takes all types of external relationships to support the work of the SHA. The SHA wants to be an attractive and engaging community partner that connects with others and works well toward the greater good.

**Success Indicators:**

1. The development of partnership matrix that expresses the value of each relationship.
2. Current partnerships and collaborations are stronger.
3. Continued support from existing Funders.

**VI. Assumptions**

During the planning process the Board and staff discussed underlying assumptions that this plan is built upon. Assumptions are those conditions or factors that are not guaranteed, but we must still consider as we proceed with the plan. Assumptions Include:

1. We will continue to receive federal funding and that funding will not fully cover the costs of providing services.
2. We are positioned as the primary provider of this service in our community, with no real/immediate competitive threat.
3. We will be able to withstand any legislative or political changes that are a result of the most recent administration changes.
4. We are a viable, attractive partner or collaborator.
5. Because values are stated on paper they will be put into practice.
6. All clients will move toward embracing self-sufficiency.
7. Our idea of quality is consistent with those of our clients.

## **VII. Critical Success Factors**

The strategic plan requires more than goals and objectives. There are often intangibles that contribute to the success of the plan – we call these critical success factors. The achievement of the goals, objectives, and the mission of this plan rely on the following:

1. Board and staff will willingly buy into this plan and use it as a roadmap that sets and guides direction. We must make values-based decisions.
2. There must be a culture of high-trust throughout the organization.
3. We must provide programs, products, and services which are consistent with our vision and mission to our clients.
4. We must hire and position the best people, who have the skill and the will, to provide our programs, products, and services.
5. We must provide our people with the resources and support they need to fulfill their roles and responsibilities.
6. We must finance all the activities required to meet our mission.
7. We must change direction when course correction is required.