



**THE GREENVILLE
HOUSING AUTHORITY**



2025 – 2028

Strategic Plan



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A Message from TGHA

For nearly nine decades, The Greenville Housing Authority (TGHA) has played an important role in providing affordable housing for the Greenville community. As we approach the final decade of our first century, we want to continue to push the boundaries of the work we can do and support even more people reach self-sufficiency.

With this in mind, we set out to create a Strategic Plan for 2025 to 2028—a forward-looking framework designed to guide our organization in fulfilling its mission to provide safe, quality, and affordable housing for all. This plan reflects TGHA’s continued commitment to addressing the evolving housing needs of our community, while embracing innovation, accountability, and collaboration.

While ambitious, we are confident that with the support of our partners, stakeholders, and residents, we will accomplish our goal to build a stronger Greenville community and brighter futures for everyone who lives here.



Executive Summary

Through a comprehensive discovery and listening process, we determined **five strategic priorities** to focus on for the plan period.



Expand Affordable Housing Options

Increase affordable housing supply through different avenues, including expanded landlord partnerships and private/public development opportunities.



Enable Resident Success

Establish innovative methods to empower residents in achieving long-term self-sufficiency.



Enhance Customer Experience

Reinforce service delivery processes and operations to ensure all people served by TGHA experience seamless support.



Strengthen Operational Capacity

Implement a detailed staffing plan and structure, along with continuous training, while also facilitating Board development to ensure effective operations.



Refresh the TGHA Brand

Broaden understanding of TGHA and its positive impact within the Greenville community.

About TGHA

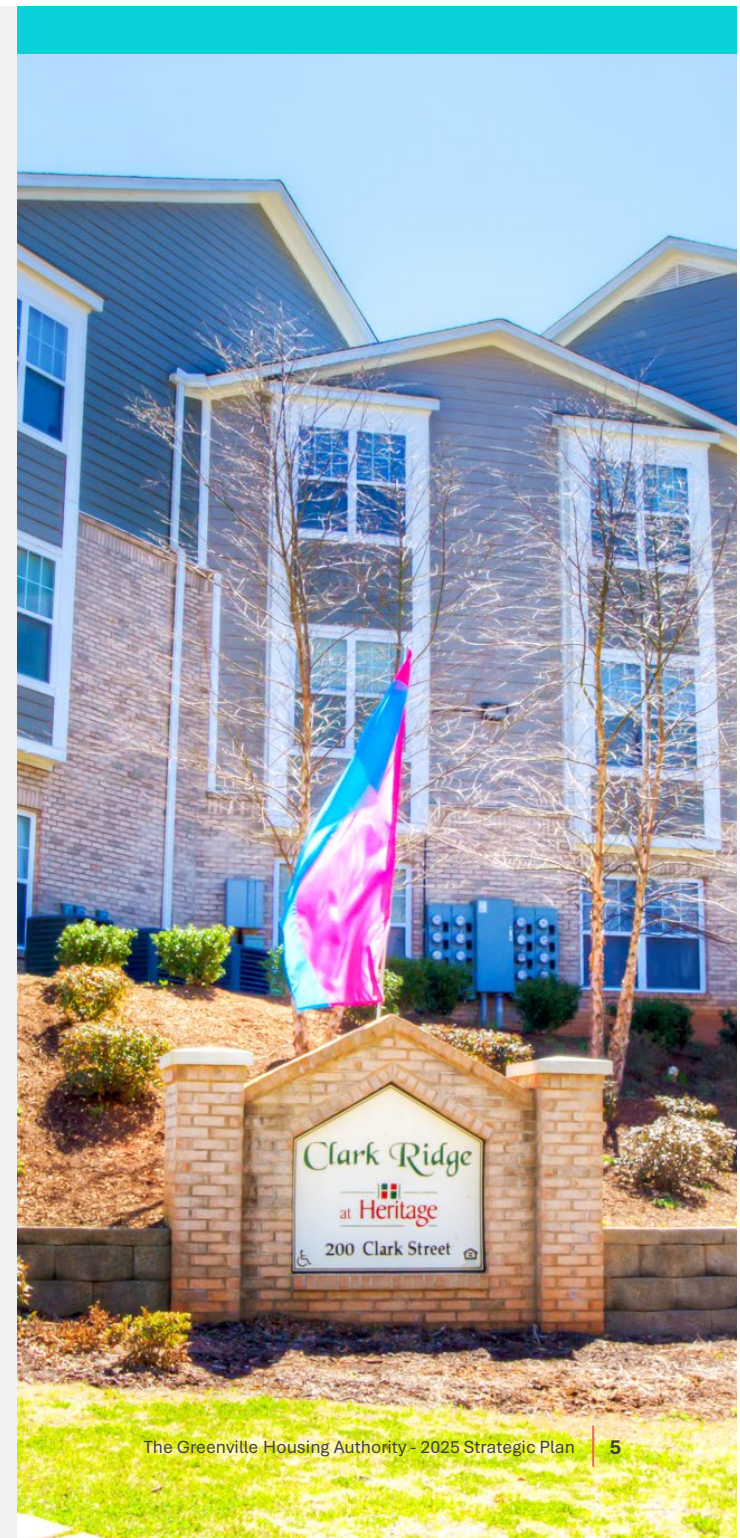
The Greenville Housing Authority (TGHA) plays a vital role in providing affordable and workforce housing opportunities for residents of Greenville, SC, including seniors, veterans, and low-income families.

Since its inception in 1938, TGHA has offered housing assistance through traditional programs such as Public Housing and Housing Choice Vouchers (previously Section 8), funded by the federal Department of Housing and Urban Development (HUD). In recent years, TGHA has leveraged partnerships and additional funding sources to modernize its housing portfolio with mixed-income developments while continuously seeking ways to expand affordable housing throughout the city.

TGHA currently provides rental assistance to over 3,000 households through the Housing Choice Voucher Program and the affordable housing properties it owns and manages. In 2014, TGHA established the Greenville Redevelopment Corporation, a 501(c)(3) entity designed to help create communities of opportunity in Greenville.

Our focus extends beyond housing, aiming to enhance the lives of the families we serve.

In 2021, TGHA was designated as a Moving to Work (MTW) agency. This special status, granted by Congress and HUD to a select group of housing authorities, allows TGHA increased flexibility in utilizing federal funds and allows for more effective responses to local housing issues through policies tailored to meet community needs.



About TGHA



VISION

To be a leader in affordable housing, driving innovative solutions to preserve and expand opportunities for families and communities.



MISSION

To preserve and expand affordable housing and empower residents to achieve self-sufficiency through strategic partnership



VALUES

Customer Commitment
Accountability
Results-Driven Performance
Transparency

A photograph of a family of three smiling outdoors. In the foreground, a woman with glasses and a red shirt is smiling broadly, holding a young child. In the background, a man with glasses and a beard is also smiling. The background is filled with lush green trees, suggesting a park or a natural setting. The overall mood is happy and positive.

We believe in a Greenville

where every one of our
community residents have a
safe, affordable home and the
opportunity for a bright future.

Through this plan, we hope to
lay a strong foundation to make
this a reality, not a dream.

Our Approach

This strategic plan reflects the voices, insights, and aspirations of the individuals who make up and support The Greenville Housing Authority (TGHA) community.

It was developed through a thoughtful, collaborative process designed to anchor the agency’s future direction in real needs, shared values, and achievable goals.

OPERATIONAL EFFICIENCIES

This includes the agency’s internal operations, including its processes, systems and staff in place to facilitate goal achievement.

EXTERNAL ENVIRONMENT

A review of the local housing market, funding landscapes, and public policy developments that are likely to impact the agency’s work in the coming years; as well as public perception and relationships in the community, including, partners, landlords, participants.

METHODOLOGY

TIMELINE

February – May 20205

121

Online
Surveys

03

Focus
Groups

12

In-depth
Interviews

Interview, Focus Group and Survey participants included:

- TGHA Board of Commissioners
- TGHA leadership team and staff
- Moving to Work (MTW) Program participants
- Landlords
- Partner Organizations

Grounding Insights

MOVING TO WORK (MTW)

The Moving to Work (MTW) program provides TGHA with the flexibility to effectively address community needs, with many recognizing it as key strength of the agency. The program can create pathways for participants to break free generational poverty and achieve self-sufficiency.

DEVELOPMENT PLANNING

TGHA embraces its leadership role in expanding affordable housing opportunities within the Greenville community. To guide its future housing investments, TGHA has developed an Opportunity Assessment Matrix—a structured tool designed to evaluate potential development projects and partnerships with private partners and philanthropic organizations. This decision-making framework ensures that new initiatives align with the agency’s mission and provide meaningful contributions to the local affordable housing landscape. Efforts are underway to explore opportunities for utilizing Project-Based Vouchers (PBV), Permanent Supportive Housing (PSH), and joint development ventures.

PORTFOLIO PLANNING

TGHA has undertaken the analysis necessary to inform decision-making related to the financial health of its properties. This includes strategically exiting LIHTC limited partnerships and leveraging available funding through HUD’s Restore-Rebuild program, which restores rental assistance subsidies to TGHA from its PH units that were previously demolished or sold.

LANDLORDS /RESIDENTS

Stakeholders indicated a desire for more service options on the website such as inspection schedules and results, payment information, annual certifications, to promote self-service and reduce the necessity for office visits. The latter is being addressed through the new Yardi landlord portal, with additional training set to be rolled out in the coming months. Finally, landlords noted that there is an opportunity for enhanced engagement through a designated landlord liaison to strengthen relationships. Improved communication initiatives with landlords includes an online portal and monthly office hours.

Grounding Insights

STRATEGIC PARTNERSHIPS

TGHA is laying the groundwork for a robust network of partners committed to expanding affordable housing in Greenville. Collaborative efforts have involved the City of Greenville, United Way, Hollingsworth Funds, and the Greenville Housing Fund. Additionally, the agency is also launching a landlord engagement initiative to strengthen participation in the HCV program, aligning with the timing of key communications and events such as Greenville Together. These initiatives, among others, have the potential to enhance resources and enable more extensive service delivery.

STAFFING

The agency is operating with a relatively new team, many of whom are acclimating to the unique programmatic demands of affordable housing administration and the diverse services offered by the Housing Authority. TGHA leadership has been intentional about hiring individuals with relevant experience. Staff members are now actively learning the intricacies of managing multiple federal subsidy programs and a diverse housing portfolio that includes agency-owned and partnership properties.

STAFF DEVELOPMENT AND TRAINING

Recognizing the importance of investing in its staff and the urgency to gain proficiency, TGHA has prioritized employee development. With much of the current workforce relatively new to the housing authority environment—many coming from property management or related housing sectors—the agency has focused on building technical expertise and operational knowledge through targeted training initiatives.

TECHNOLOGY CAPABILITIES

While the agency has invested in new technologies to automate processes for stakeholders, there remains an opportunity to fully leverage the entire range of technological capabilities. By doing so, TGHA can enhance automation and improve service delivery to clients, such as through self-service portals.

BRANDING AND COMMUNICATIONS

TGHA is actively working to strengthen its public image and community trust. The agency's public image varies widely, indicating a perception issue that needs to be addressed. Stakeholder feedback varied, with some expressing limited knowledge about TGHA, while others described it as a bureaucratic agency.

Current & Future State

CURRENT STATE...

- Undergoing period of **transformation** and change with newly arrived leader
- Building a refreshed **operational structure** to support great work from the inside out
- Exploring **development opportunities** to expand affordable housing
- A **new staff mix**, with new skillsets, that are passionate, but require training
- Rebuilding a **mixed brand** and reputation in the community
- Building and **strengthening partnerships** with key organizations to support efforts
- **Implementing technologies** and automated service delivery processes
- Starting to leverage the full power of MTW to help participants on a path towards self sufficiency



FUTURE STATE...

- ✓ Recognized nationally for its **innovation** and leadership in affordable housing
- ✓ **Seamless workflows**, technology integration, and empowered staff that feel confident in fulfilling the mission
- ✓ Best-in-class **customer experience** for residents, landlords, and partners alike
- ✓ **Expanded and diverse** supply of affordable housing
- ✓ Reputation that is synonymous with **trust, professionalism, and bold problem-solving** in the housing space
- ✓ Part of a **strong ecosystem of partners**, all working together to enable and create Greenville's affordable housing opportunities
- ✓ TGHA's MTW FSS Success Paths program is **recognized as the ideal model** for combining stable housing with empowerment-driven services that support individual self-sufficiency

Strategic Priorities Overview

Drawing on the insights gained and our desired future state (as outlined in the previous slide), TGHA identified strategic goals, specific objectives, and actionable strategies to direct its efforts throughout this strategic plan. These priorities are designed to be both focused and adaptable, allowing the agency to respond effectively to changing circumstances.

1

Expand Affordable Housing Options

- Increase affordable housing supply through public/private development
- Strengthen landlord participation in the Housing Choice Voucher (HCV) Program

2

Enable Resident Success

- Create and evaluate innovative policies and programs that provide pathways to self-sufficiency and success for residents
- Deepen and grow TGHA's partnership network

3

Enhance Customer Experience

- Enhance the efficiency and effectiveness of service delivery
- Equip staff to deliver exceptional customer service

4

Strengthen Operational Capacity

- Establish a comprehensive sustainable staffing structure
- Invest in staff development and training initiatives
- Optimize infrastructure to support recruitment retention and performance
- Develop an implement succession planning for key positions
- Support and engaged and effective Board of Commissioners

5

Refresh the TGHA Brand

- Reposition TGHA's public image
- Expand TGHA's visibility across media platforms

1

Expand Affordable Housing Options

Increase Affordable Housing Supply Through Public/Private Development

1. Establish clear targets for the creation or acquisition of affordable housing units.
2. Utilize TGHA's Development Matrix to evaluate opportunities that align with strategic priorities and strengthen the agency's real estate portfolio.

Metrics

- Number of units in the portfolio and vouchers awarded (developed or preserved)
- Increase in the number of people served: some percentage of families will drop out under the 4-year term limit creating opportunities to serve more people
- Optimize the number of vouchers leased and the utilization of the HCV annual budget authority using HUD's Two-Year Tool.

Strengthen Landlord Participation in The Housing Choice Voucher (HCV) Program

1. Leverage MTW flexibilities to implement incentives for attracting and retaining landlords.
2. Improve engagement with current and prospective landlords through enhanced communication, education, and responsive service.
3. Identify and prioritize growth opportunities based on geography, target populations, and housing types to better align with community needs.

Metrics

- Number of new landlords
- Number of new units added to the program by landlords

2

Enable Resident Success

Create and Test Innovative Policies and Programs That Provide Pathways for Self-Sufficiency and Success for Residents

1. Implement, evaluate, and continuously enhance the MTW FSS Success Paths.
2. Engage and collaborate with local and national policy makers and funders to increase awareness of and support for TGHA's MTW innovations.

Deepen and Grow TGHA's Partnership Network

1. Assess TGHA's core strengths and identify areas where strategic partners can enhance service delivery, fill gaps, or bring in specialized expertise.
2. Deepen existing collaborations and cultivate and formalize new partnerships to ensure shared goals, roles, and accountability.

Metrics

- Actual enrollment numbers
- Number of participants who enroll in one of the paths AND a partner/community program within 6-9 months (300 / 1,700 people)
- Quality and effectiveness of partners

3

Enhance Customer Experience

Enhance the Efficiency and Effectiveness of Service Delivery

1. Review and streamline service delivery workflows to reduce processing times and increase responsiveness.
2. Leverage MTW flexibilities, technology solutions, and process improvements to elevate service quality, optimize available resources, and improve the customer experience.

Metrics

- YARDI (HCV side) – Achieve 50% participant enrollment in the Portal within 6 months
- YARDI (landlord side) – Establish and implement tracking mechanisms to measure the increase in landlord participation with the Landlord Portal
- Track landlord incentive payments as a measure of service effectiveness

Equip Staff to Deliver Exceptional Customer Service

1. Establish clear, organization-wide customer-service standards to promote consistency, professionalism, and accountability.
2. Integrate service performance metrics into staff evaluations and development plans to foster and sustain a culture of excellence.

Metrics

Achieve an 80% satisfaction rating based on:

- Participant responses through surveys and other methods
- Timeliness of service delivery
- Monitoring the number and reasons for failed inspections (HCV)
- Modified evaluation forms for all staff that capture skills and outcomes effectively

4

Strengthen Operational Capacity

Invest in Staff Development and Training

1. Establish a continuous training program designed to provide necessary technical and professional skills for each position or role.

Metrics

The Yardi Aspire Learning Management System (LMS) is fully implemented providing training modules and tracking of training received by each staff member

Develop and Implement Succession Planning for Key Positions

1. Identify key positions and assess critical skills and competencies required for each role.
2. Develop individual development plans for the key positions in the Yardi Aspire Learning Management System (LMS) to support career advancement and succession plan objectives.

Metrics

- Succession planning assessments are incorporated into the annual performance review and budget processes
- Conduct annual evaluation and update of the individual development plan curriculum to maintain alignment with position requirements
- Monitor each individual's progress through their development plans using Yardi Aspire LMS

Support an Engaged and Effective Board of Commissioners

1. Provide on-going educational opportunities and resources to ensure board members are well informed about governance and their role and responsibilities.

Deliverable:

1. Develop and maintain an on-boarding folder resource containing clear and helpful guides for new Board members
2. Determine the training and industry certifications that board members are required to complete.
3. Draft job descriptions for board members that outline the qualities essential for success, while also detailing the time commitments and responsibilities associated with the role

5

Refresh the TGHA Brand

Reposition TGHA's Public Image

1. Launch and sustain a public awareness campaign to redefine public perception TGHA and reinforce its values, impact, and commitment to service and benefit to Greenville.
2. Showcase organizational achievements, community impact, innovative initiatives and contribution to housing in the Greenville community.

Expand TGHA's Visibility Across Media Platforms

1. Deliver consistent, proactive, engaging messaging across social media, news outlets, and TGHA platforms.
2. Create a communication plan that aligns strategies with agency priorities to ensure messages reflect TGHA's vision and strategic goals.

Metrics / Deliverables:

- Updated visual identity featuring a new logo for print and digital applications, accompanied by clear branding guide
- Strategy for social media, public relations, and other channels to effectively communicate brand messaging, including:
 - A compelling TGHA narrative and key messages highlighting services and impact
 - A robust online and digital presence that conveys the agency's story



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Acknowledgments

We extend a special thank you to all of those who contributed their time, insights, and energy into making this plan a reality.

MTW Program Participants

Housing Choice Voucher
(HCV) Landlords

TGHA staff

Hollingsworth Fund

United Way /
Homeless Initiative

The City of Greenville

Greenville Housing Fund