



# Greenville Housing Fund

## 2010-2012 Strategic Plan

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# Background

GHF is a local housing trust fund established in 2008 through a local partnership between the United Way, City of Greenville, and the Greenville County Redevelopment Authority.

## Our Purpose / What We Do

The purpose of the fund was to help create local housing opportunities to address a variety of housing needs including affordable rental housing for low and moderate income families and the elderly; affordable homeownership for the workforce, and special needs housing for less fortunate people in our community.

## Our Experience / Where We've Been

GHF has experienced rapid growth in its first two years due to broad based financial support from the community and the combined leadership and experience of its Board and Staff. GHF and its partners have contributed significantly to the development of affordable housing throughout Greenville.

## Our Future / Where We're Going

Major changes in the national and local economy continues to have a direct impact on housing and neighborhoods. GHF is committed to seeking new tools and solutions to help stabilize and sustain healthy neighborhoods.

# GHF Current Situation

## 2007 - 2009

### Advocate

Become a strong voice for affordable housing issues and provide leadership to increase knowledge and understanding of affordable and workforce housing issues

#### Key Strategies

- Workforce Task Force
- Greenville Housing Network
- CDC Scholarships
- SC Affordable Housing
- Study Committee and the SC Housing Commission

### Collaborate

Working together through strategic partnerships including the United Way, City of Greenville, GCRA, GGAR, and others

#### Key Strategies

Community Foundation and Greenville Schools  
Greenville Foreclosure Prevention Task force  
GHS and Greenville Realtors Association

### Innovate

Operating as a local housing trust fund has given us the flexibility to respond to local housing needs as they arise

#### Key Strategies

- Homes for Teachers
- Rental Assistance-low income for elderly
- Mortgage Rescue Fund
- Home from work

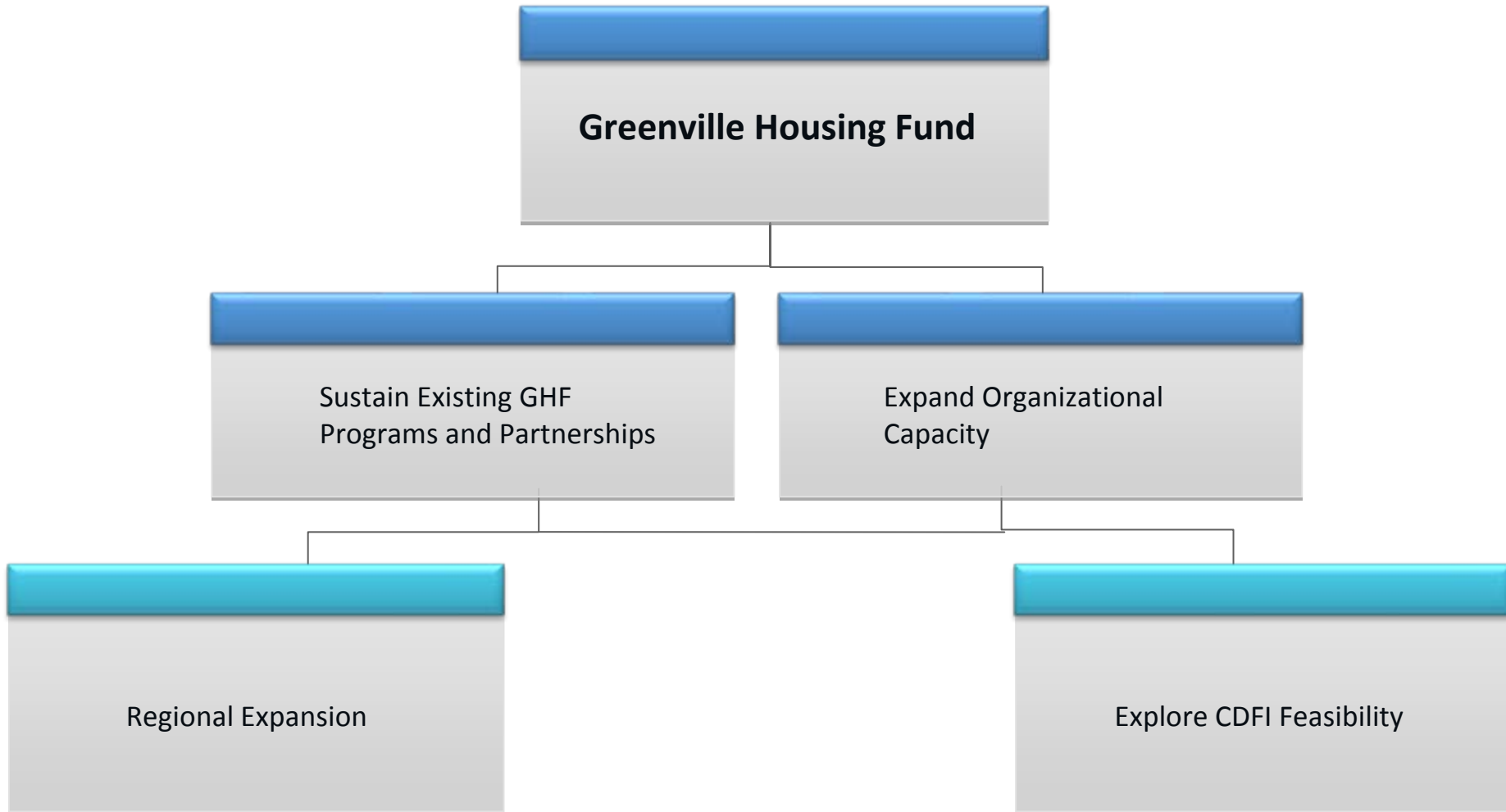
### Leverage

We have successfully leveraged contributions and investments in affordable housing to increase reinvestment in our community

#### Key Strategies

- Assisted almost 117 first time homebuyers to become homeowners
- Generated over \$12 million in local home sales
- Homebuyers eligible for \$936,000 in federal homebuyer tax credit
- Provided approximately \$225,000 in low interest loans to developers to leverage another \$2.7 million in public private capital

# 2010 - 2012 Strategic Overview



# Vision Statement

We will positively impact the quality of life of Greenville County residents and promote livable communities through our partnerships with individuals and organizations to provide affordable housing, education, and employment opportunities.

# Mission Statement

GHF seeks to promote the affordable housing and community development sector as a critical vehicle for fostering healthy, viable communities utilizing the following strategies:

- Capacity Building
- Resource Development
- Public Policy
- Building community partnerships
- Import best practices and cutting edge thinking for local adaptation
- Explore the potential of regional strategies to address housing and neighborhood issues

# Our Values

## **Collaboration**

To enthusiastically partner with and engage our stakeholders in achieving our vision

## **Compassion**

To implement all programs with sincere concern and care for those we serve

## **Fairness**

To operate with integrity, impartiality, honesty and free from self-interest

## **Proactive**

To actively anticipate needs, issues and changes, and take appropriate action in a timely manner

## **Prudent**

To make decisions that are wise, highly relevant and aligned with our vision



**Greenville Housing Fund**  
local solutions for local people

# 2010-2012 Strategic Plan

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## 2010 - 2012 Strategic Plan

- Goal 1            Grow and Sustain Existing Programs
  
- Goal 2            Expand Organizational Capacity
  
- Goal 3            Explore Regional Expansion Initiative
  
- Goal 4            Explore Feasibility of Upstate CDFI

# Goal 1 - Grow and Sustain Existing Programs

## Strategy:

Continue to grow and manage existing GHF programs and partnerships; focusing on advocacy, collaboration, innovation and leveraging our local, regional and national resources to promote healthy neighborhoods and housing opportunities for all residents.

## Actions:

### 1.1 Advocate

Become a strong voice for affordable housing issues and provide leadership to increase knowledge and understanding of affordable and workforce housing issues

### 1.2 Collaborate

Establish strategic partnerships with community partners; including the United Way, City of Greenville, GCRA, GGAR, and others

### 1.3 Innovate

Operate as a local housing trust fund to provide flexibility to respond to local housing needs as they arise and identify public revenue source to help sustain the trust fund

### 1.4 Leverage

Provide low interest loans to developers to leverage public private capital to construct quality affordable housing for low-and moderate-income households; down payment assistance for qualified homebuyers; and land banking activities to support redevelopment efforts in lower income communities

## Goal 2 - Expand Organizational Capacity

### Strategy:

Ensure organizational structure and resources are in place and aligned with the mission, goals, strategies and expected outcomes

### Actions:

- 2.1 Identify Staff Capacity Gaps and recommend appropriate changes
- 2.2 Develop Board Development Process that includes annual development programs, rotation, mentoring, etc.
- 2.3 Conduct internal assessment of GHF people policies, programs and processes .and implement needed changes (e.g. down payment assistance, succession planning, updated job descriptions, professional development, recognition and rewards)
- 2.4 Grow and sustain fundraising and revenue sources to ensure financial stability

## Goal 3 - Explore Regional Expansion Initiative

### Strategy:

Operate Regional Housing Trust Fund and CDFI in Multiple Counties in the Upstate

### Actions:

- 3.1 Develop business case including proposed organizational structure and logistics
- 3.2 Engage key regional leaders in planning process to gain buy-in and support across county lines
- 3.3 Gain regional approval for implementation plan using a 2-Phase approach to identify and resolve start up issues, challenges, etc.
- 3.4 Implement Phase I of new regional expansion plan (if approved)
- 3.5 Implement Phase II of new regional expansion plan (if approved)

## Goal 4 - Explore Feasibility of Upstate CDFI

### Strategy:

Determine feasibility of a CDFI to expand our capacity to address future affordable housing needs and create long-term sustainable organizational success

### Actions:

- 4.1 Seek matching funds for feasibility review of CDFI
- 4.2 Collaborate with Mary Reynolds Babcock Foundation and Lowcountry Housing Trust to develop a SC CDFI strategy
- 4.3 Conduct regional focus groups to assess local housing needs and solicit feedback
- 4.4 Engage Upstate counties in strategic planning efforts (Spartanburg and Anderson)
- 4.5 Recommend “go/no go” to GHF Board based on feasibility review results
- 4.6 Obtain CDFI Certification through the Department of Treasury