Spartanburg County

Recovery Plan

State and Local Fiscal Recovery Funds

2025 Report

2025 Recovery Plan

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1. Executive Summary

Spartanburg County and its approximately 370,000 residents have experienced a myriad of impacts derived from COVID-19. While we have been fortunate to have weathered many of the pandemic's negative ramifications, many local challenges remain. County Council has defined a variety of strategies for deployment of State and Local Fiscal Recovery Funds (SLFRF). It is our hope that these strategies will enhance our ability to shield our community from the negative health impacts of COVID-19, mitigate the negative economic hardships felt by many families and businesses throughout the County, restore economic stability, and better position all members of our community for health and prosperity.

Through the Emergency Rental Assistance Program (ERAP 1 & 2), the County received and spent over $12 million in partnership with five community based non-profit organizations. As of June 30, 2025, approximately 2,337 households have been assisted. Nearly 60% of those funds were deployed in the unincorporated areas of the County, with the remaining funds being deployed within our 12 municipalities. 92.7% of total project funds were spent on rent-related expenses and 7.3% were used for utilities and other services.

Over the past couple of years, County Council has been actively engaged in researching and formulating strategies, receiving proposals, discussing partnerships with other community organizations, and evaluating community metrics where data indicates improvement is needed. As part of these efforts, we have heard from many in the community, solicited meetings, and participated in robust discussions of our community's needs. To date, we have received over $200 million worth of requests across a wide spectrum of service lines.

In December 2021, County Council conducted a full day retreat to discuss its vision for the County, challenges and opportunities, and potential interest for SLFRF funding. On the heels of that discussion, executive staff was tasked with developing strategies and recommendations related to qualifying infrastructure (broadband, storm water conveyance, sewer, roads, etc.), affordable housing, and small and minority business support. Much research, meeting time, and deliberation has been put into these specific areas to develop proposals for SLFRF.

In March 2022, County Council formalized the process by which projects would be approved, thus putting into place the mechanism for legally appropriating SLFRF funds for use. Since that time Council has continued the debate of which programs and initiatives will be funded with the SLFRF resources. As of June 30, 2025, Council has approved funding allocations for all $62,114,487 in SLFRF funding awarded to Spartanburg County.

2. Uses of Funds

Public Health (EC1)

County Council has not allocated any funds to be expended on projects residing within this category.

Negative Economic Impacts (EC 2)

Small and Minority Business Support – The County initially engaged with multiple partners to include OneSpartanburg, Inc. (who houses traditional chamber of commerce functions, tourism promotion, and economic development efforts) to develop a relief and investment package for small and minority business. It was determined that, as a group, small and minority businesses have been disproportionately impacted throughout the pandemic. Due to their size, labor shortages exacerbate the operational impacts felt by the business, cost increases impair their ability to reinvest in the business for growth, and disruption to supplies cause loss of sales or service, which could produce irreparable harm.

The County convened a representative working group of providers, small business owners, minority business owners, etc., to help develop a plan for shoring up our businesses in the wake of the pandemic and its multitude of negative economic impacts. Central to the program was a focus on streamlining access to existing small and minority business support providers through one portal, identifying service gaps, and creating a program for technical assistance. Efforts were made to identify and map service providers, identify small and minority businesses with targeted outreach, and to develop programs that will directly address the new pressures felt because of the pandemic.

Additionally, early discussions centered around the need for improving small business' access to technical assistance and expertise as well as access to capital. In response to this, two predominant concepts were developed: a small business technical assistance program and a small business revolving loan/grant fund. It was determined that a local program of this nature would provide small businesses with the tools and access to expertise they need, enhance their level of sophistication and business acumen, improve their financial resiliency, and best position them for access to capital and future success.

In Spartanburg County, women and minority business ownership is disproportionately lower than other demographics according to national data sets. While there are pre-existing community efforts focusing on improving these metrics, to include grant programs that were funded by CDBG-CV resources, new SLFRF programs will also serve to bolster these community efforts. An inventory of existing minority and women owned small businesses was conducted in the community. There have been multiple facilitated convenings to solicit input and feedback within the minority business community, to include an in-person survey of business needs. Strategies to reach more of these businesses, improve engagement, and support them through new programs were integral to our efforts. County Council has approved the expenditure of the following projects:

- $1,235,000 – Effective Service Delivery
- $75,000 – Small and Minority Business Development – Business Incubator
- $2,190,000 – Small and Minority Business Development – Technical Assistance

Assistance to Communities and Households – Through their visioning retreat in December 2021, County Council identified affordable housing as a key area of focus. Council also directed executive leadership to develop strategies and programs with SLFRF to begin to address this area. The County has historically had areas of enhanced blight and substandard affordable housing, particularly in low-income areas. The Treasury, as part of its enumerated projects, recognizes that the pandemic had a disproportionate impact on these communities. Further, Treasury recognizes that improvement to abandoned properties, removal of environmental contaminants, demolition or deconstruction, and clean-up and conversion to affordable housing are important strategies to improve disproportionately impacted communities.

The County is continuing work on an SLFRF program to reduce existing blight, removing public safety or potential environmental hazards, and work for conversion to affordable housing opportunities. At any given moment, between 350-400 condemned structures exist throughout the county, many of which appear in heavy concentrations. County Council has approved the expenditure of $1,000,000 and all program income received for Blight Removal.

The County conducted an Affordable Housing Needs Assessment to better understand the current inventory of affordable units, their general condition and location, and to identify the overall need for affordable housing units. County Council was presented with preliminary findings at its May 15, 2023 meeting. The information presented will be used to define a series of strategies to increase the number of available affordable housing units to ensure that adequate access to affordable housing exists for county residents.

Public Health – Negative Economic Impact: Public Sector Capacity (EC3)

Due to the unprecedented effects of the COVID-19 pandemic, labor market conditions have declined making it more challenging to recruit and retain talented employees. According to recent job data, local government jobs were among those most affected by the pandemic-fueled labor shortage crisis. The County feels that impact as it continues to experience an elevated number of vacancies and associated stresses in several of its departments because of COVID-related challenges. As the County strives to fill positions within some of its essential departments, like public safety, it must find innovative ways to become more competitive given the current labor environment.

In the fall of 2023, the County conducted an employee survey to receive feedback on positives and negatives of being a County employee. By far, the largest area of concern of the employees was the level of compensation received. To continue to retain its employees, County Council approved the expenditure of a County-funded retention incentive in December 2023. The County's goal in providing this incentive was to persuade employees to remain with the County as compared to other employment options. To provide an additional incentive for employees to remain with the County, Council approved the expenditure of SLFRF funds to be used for additional retention incentives. These SLFRF-funded incentives are narrowly tailored to the County's need to retain its workforce used in conjunction with the separate retention incentive the County provided in December 2023. These SLFRF retention incentive funds were entirely additive to the employee's regular rate of wages and other remuneration. The County believes that by investing significant funding into its current workforce, the County will achieve its goal of retaining quality employees. As a result, the County will continue to make progress on advancing its mission: to steward an environment where all people have diverse opportunities to learn, do business, and live a quality life. In January 2024 County Council received information on the Spartanburg County Employee Recruitment and Retention Program. One component of the program was the expansion of the retention incentive program to include the addition of sign-on bonuses for new employees in hopes of attracting great employees and achieving stability in all departments – especially departments that have historically found it difficult to stay fully staffed (e.g. Sheriff Office, Detention Facility, and Communication/911).

Premium Pay (EC 4)

County Council has not allocated any funds to be expended on projects residing within this category.

Water, Sewer, and Broadband infrastructure (EC 5)

Wastewater and Storm Water Collection & Conveyance Projects

The County engaged with sewer and water providers within the County to review and vet project proposals. As part of the decision-making process, the County considered the number of individuals served, the potential for positive economic impact through job creation or otherwise, the proximity of impaired waters on the 303d list, cost, funding alternatives, and community benefit. The County also considered whether the project was previously planned to be completed by the service provider. Strong preference was given to projects which were not previously identified and matched to a potential existing funding source. County Council has approved the expenditure of $24,800,000 for sewer expansion projects throughout the County to be taken on by the County’s subrecipient of Spartanburg Sanitary Sewer District. Currently, work is underway on the following projects:

- Bens Creek Gravity Sewer Project – $4,700,000
- Meadows Creek/Hwy 292 Basin Gravity Sewer Extension Projects – $20,100,000.

Broadband "Last Mile" Projects

Utilizing survey data from the South Carolina Office of Regulatory Staff – Broadband edition, we identified, utilizing GIS, approximately 3,500 rooftops that are currently unserved or underserved and which are beyond the scope of RDOF programs. The project was approved by County Council in March 2022 and was subsequently bid out to providers. Of the three respondents, Spectrum was the highest-rated bidder providing service to the most rooftops for the lowest cost per rooftop. Council has approved the expenditure of $3,350,934 for deployment of fiber-based broadband service to unserved and underserved areas of the County.

Downtown Utility Relocation

As part of the planning and development for Spartanburg County's new Joint Government Center—which will consolidate and collocate both County and City government functions—engineers identified a critical issue involving aging underground infrastructure. The existing stormwater and sanitary sewer lines, which serve not only the future Government Center but also a significant portion of downtown Spartanburg, were found to be approximately 80–100 years old and made of deteriorating clay pipe. Upon inspection, the infrastructure was discovered to be partially collapsing and clearly beyond its useful life, posing serious health, environmental, and structural risks to nearby residents and businesses.

Given the urgent need to address this issue—and the fact that the existing lines run beneath the site of the future Government Center and parking deck—plans were made to replace and relocate the infrastructure into the public right of way. This relocation will ensure the long-term accessibility and serviceability of the systems while avoiding future complications associated with having utilities situated beneath major buildings. To address this need and ensure reliable utility service for generations to come, Spartanburg County Council has approved $6,720,275 in SLFRF funding to support the relocation and replacement project.

Revenue Replacement (EC 6)

The County is taking the standard allowance for revenue recovery of $10 million. These funds, as required, will be used for the provision of government services. County Council has approved the expenditure of revenue replacement funds to be spent as follows:

- $5,000,000 - to be used towards the construction of a new countywide facility to house and care for the County's stray animal population.
- $2,500,000 - to be used for small and minority business support in addition to the $3.5 million approved under the Negative Economic Impact Category.
- $2,500,000 - to be used as match for a storm water grant.

Emergency Relief from Natural Disasters (EC 8)

County Council has not allocated any funds to be expended on projects residing within this category.

Surface Transportation Projects (EC 9)

These projects were previously going to be funded under Revenue Replacement; however, due to the eligible use categories articulated in the 2023 interim final rule, County Council approved funding for Surface Transportation Projects to be used under the parameters of the streamlined framework of "Pathway Two." Funding will be used to supplement an existing infrastructure project at Seay Road that is experiencing a budgetary shortfall with the addition of SLFRF funds thus allowing for project completion. Funding will also be used for a second and third project to make other infrastructure improvements and repairs to culverts at multiple locations with the priority of safety and environmental sustainability. Council has approved the expenditure of $5 million to be used for these Surface Transportation Projects.

Title I (EC 10)

County Council has not allocated any funds to be expended on projects residing within this category.

3. Promoting Equitable Outcomes

Spartanburg County is fortunate to have a solid foundation of information about many indicators within our community. As a founding member of the Community Indicators Project (https://www.strategicspartanburg.org/), the County has participated for years, with time and financial resources, in gathering information on the health, status and disparities of our County. Additionally, a number of other community wide efforts surrounding educational outcomes, health outcomes, poverty, and race have been conducted on a countywide basis by community partners. Combined, this basis of information provides a strong foundation of information about our community so that funded programs can be tailored to target the areas of greatest need. Information on performance on key indicators will be gathered as part of funded projects.

The County believes that the offerings of our Small and Minority Business Support project closely mirror the strategies of the SBA's 2023 Equity Action Plan released on February 14, 2024, as seen by the following:

SBA's Equity Action Plan Strategies	Spartanburg County's Small and Minority Business Support
Improved Access to Loan Capital	Loan and Grant Program
Improved Access to Federal Government Procurement and Contracting Opportunities	Securing Contracts Program
Improved Access to Disaster Assistance	-
Improved Access to Business Counseling, Training, and Services	Accelerator Programs, Subject Matter Experts, Mentors, Community Captains, Expert Series, Incubator Spaces, Business Book Club
Improved Access to Investment Capital	The Grid, Subject Matter Experts, Incubator Spaces

The OneSpartanburg Vision Plan 2.0 shows that small business ownership in Spartanburg County is below the national average, with the county even farther behind in the number of Black-owned, nonemployee business by around 30%. The Small and Minority Business Support project seeks to help all small businesses; however, they acknowledge and seek to work through unique barriers that exist for women- and minority-owned businesses.

4. Community Engagement

Spartanburg County has been engaged with multiple community partners to date in order to better assess the needs of the community and help provide vital context to the decision-making process. Information on the health of non-profits in Spartanburg County was shared with County Council at their July 2021 meeting by a group of non-profit representatives. A group of researchers focusing on areas of blight concentration presented to Council at their July 2022 meeting to highlight areas of opportunity. Additionally, multiple community-based organizations have submitted proposals for funding consideration outlining their perspectives on the needs of the community.

In partnership with OneSpartanburg, Inc. and the Spartanburg County Foundation, information on the needs of small and minority businesses has been gathered via meetings and in-person survey. This information has been utilized to help develop the program around small business support. The County also received community feedback via its public comment component of its Council meetings where the plans for SLFRF resources were discussed. Additionally, established community engagement groups and tools utilized by our Community Development Department have been engaged to ensure representative participation of the community.

5. Labor Practices

It is anticipated that any funded construction projects will increase employment for local skilled and unskilled construction workers and local construction firms. In the selection of vendors for funded projects, consideration for local participation will be given. It is our expectation that any funded water, sewer or broadband infrastructure projects will be of high quality, and preferably scalable, to provide for the future needs of our residents.

6. Use of Evidence

As part of our evaluation of individual projects and proposals, the County is and will continue to gather evidence around the prior performance of known similar programs or strategies. If evidence of prior strategies is not known, the County will work to ensure standards and data gathering is integral to the project to properly evaluate its effectiveness.

7. Performance Report

Funded projects will include benchmarks and performance metrics as conditions of approval. These metrics will serve to both communicate expectations for community impact and benefit and to provide valuable information about the actual impact received from various projects. This information will allow the County to revise plans accordingly to ensure the funding is having the desired impact on the community.

8. Project Inventory

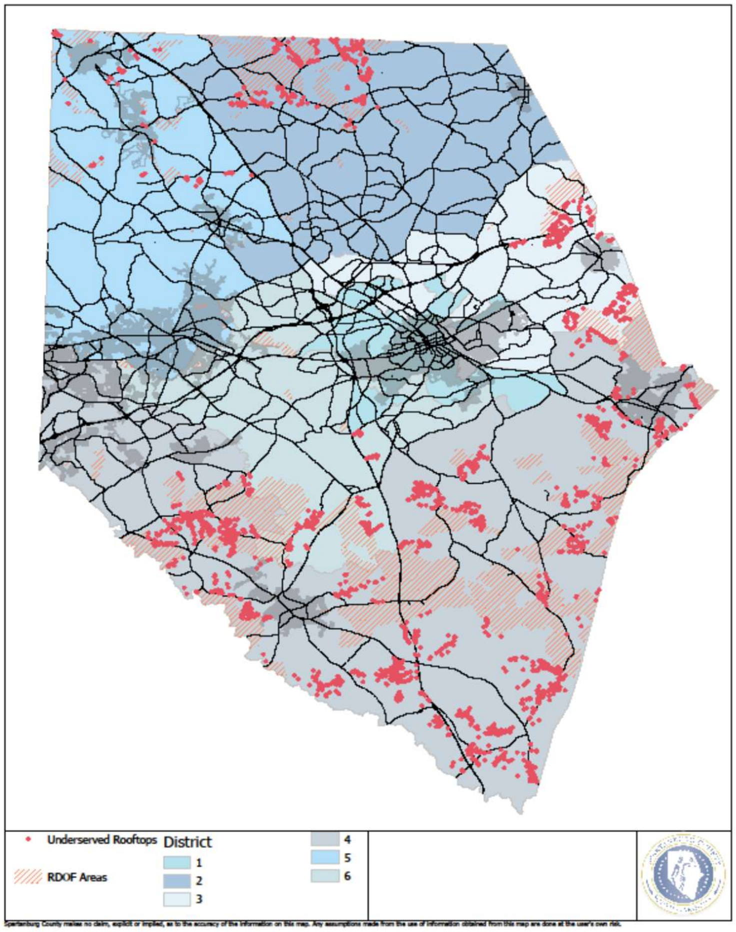
<u>Rural Broadband Infrastructure</u>
Final Adopted Allocation: $3,350,934
Project Identification Number: ARP1001
Project Expenditure Category: 5.19 – Broadband "Last Mile" Projects

This project is designed to install a rural high speed broadband infrastructure network capable of providing at least 100/20 Mbps speeds to the unserved and underserved areas of Spartanburg County. This project was estimated to impact approximately 3,500 rooftops which represented approximately 6,221 residents in the County based on the average census population per household. The project is estimated to necessitate the installation of over 300 miles of new fiber and will cost a total of $14.8 million, of which the County will be responsible for approximately $3.7 million. Additional costs may be incurred depending on the identification of additional rooftops and whether they are added to the scope.

This project was approved by County Council through a resolution adopted on March 21, 2022. A public hearing on the proposed funding was held on the same date to solicit input on the project. A budget has been established and a partner organization has been selected through competitive procurement process. The project was awarded to Spectrum – Charter Communications, Inc. on May 3, 2022. After a lengthy contract negotiation process, the finalized agreement was executed on May 9, 2023.

Use of Evidence

The County utilized the shape file from the South Carolina Office of Regulatory Staff – Broadband division to identify individual rooftops where current broadband service was not available or where service was at or below 25/3. Additionally, an overlay with the planned RDOF areas was performed to remove those rooftops from our scope of service to prevent project duplication. The resultant map, shown below, identified approximately 3,500 rooftops (red dots below) beyond the RDOF service area (hatched areas below). These rooftops generally, but not exclusively, appear in the rural and generally lower income areas of the County, specifically the lower density areas of the County.



Performance Report

The performance indicator on this project is the number of underserved or unserved rooftops. Progress payments to the vendor will be made at specific project milestones to include engineering walkout, pole permitting, installation of fiber with operable service at various numerical thresholds. Reporting will be required as a component of the vendor contract for goods and services. A procurement requirement was that the vendor offer a mechanism for reduced cost service to low to moderate income families, specifically participation in existing federal structures for such low-cost programs. All rooftops will receive fiber service and connection to fiber will be offered at no installation cost to the occupant provided that the point of service is within ¼ mile of the service point (road).

As of June 30, 2025, the project ultimately ended up with 532 miles of fiber being laid, and thus making a minimum of 100/100 mbps available to 3,836 residential locations and 88 business locations. The work on this project is complete and is currently in the close-out phase focusing on gathering final beneficiary information.

Pet Resource Center
Final Adopted Allocation: $5,000,000
Project Identification Number: ARP1002
Project Expenditure Category: 6.1 – Provision of Government Services

Over the past few years, Spartanburg County has contracted with Greenville County to house and care for its stray animal population. Due to limited space and resources, Greenville County has elected to terminate that contract. To that end, under the Revenue Replacement category of the SLFRF program, Spartanburg County Council has allocated $5,000,000 to assist in the construction of a new countywide facility to house and care for the county's stray animal population.

The County engaged an animal shelter consultant, Dr. Sara Pizano of Team Shelter USA, LLC, to perform a feasibility study. Based on research, onsite visits, and meetings with County staff and Council members, Dr. Pizano developed a comprehensive plan for implementation of a Community Based Animal Welfare System, which was presented to Council on November 30, 2022. The final report outlined the diversionary programs and pet resource services that need to be implemented by the County as well as an analysis of space needs and cost estimates for a new facility. The plan includes programs to enhance community engagement as well as collaboration with local groups to establish rehoming and adoption programs. The new facility will be used to temporarily house stray animals until they can be rehomed or adopted.

SHLTR and Animal Arts have been selected through a competitive request for proposals process as the architectural and engineering teams for conceptual design of the new facility. Additionally, Dr. Kim Sanders, DVM, has been selected to act as project manager throughout the design and construction process.

Use of Evidence

The County utilized the Animal Welfare Needs Assessment Report completed by Dr. Sara Pizano of Team Shelter USA, LLC, as the basis for design, service delivery, cost, and construction of the new facility.

Performance Report

The performance indicator on this project is the final construction of a new facility as well as the community-facing, proactive programs that will yield the most fiscally responsible system. A system that empowers and equips owners to keep their pets and engages the community in adoption and foster care is the goal of this project as this will decrease enforcement calls and reserve finite facility space for pets with no other viable alternatives.

As of June 30, 2025, design and permitting is complete, and construction is actively underway and on track to be completed by December 2025 resulting in a Certificate of Occupancy received in January 2026.

Spartanburg County's live webcam for public viewing – Spartanburg County Pet Resource Center Construction Camera

Blight Removal
Final Adopted Allocation: $1,000,000
Project Identification Number: ARP1003
Project Expenditure Category: 2.15 – Long-Term Housing Security: Affordable Housing

Spartanburg County has experienced rapid population growth in recent years. However, according to the U.S. Census Bureau, the net growth in available housing units throughout the county has not kept pace with the net growth in the number of households. Spartanburg County recognizes the need for quality housing that aligns with our residents' ability to pay. We also understand that a strong housing market can negatively impact affordability for residents. To that end, expanding access to affordable housing has been included as a key objective in County Council's Strategic Vision Plan which was adopted in September 2022.

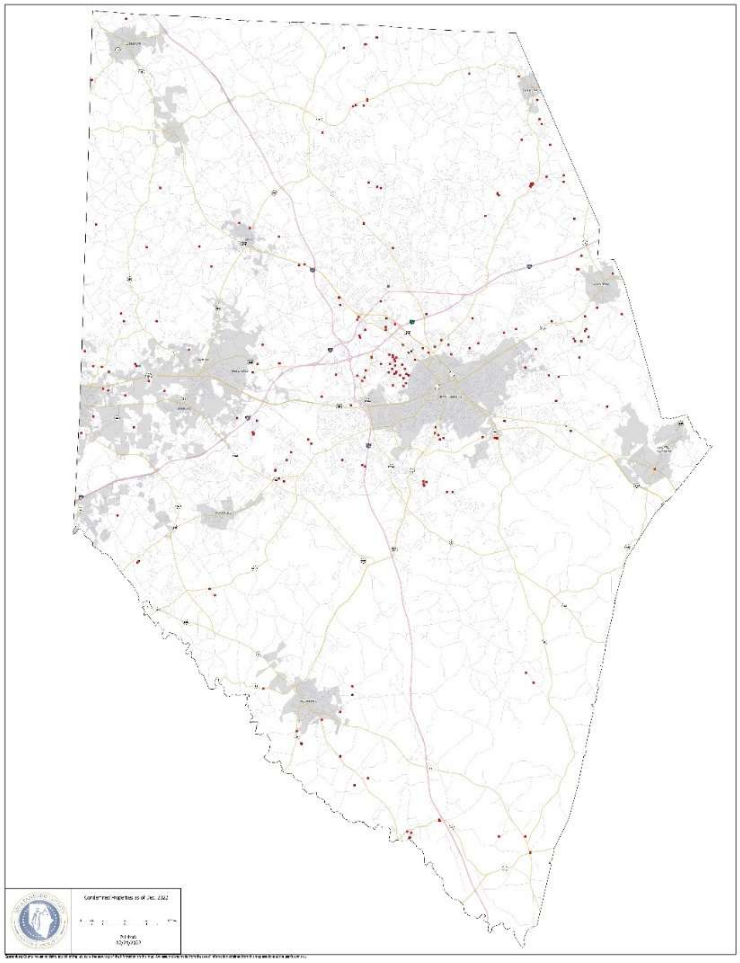
Implementing blight reduction strategies will allow us to leverage properties suited for housing redevelopment while improving neighborhoods for existing residents. On December 12, 2022, County Council approved the allocation of $1,000,000 of SLFRF Funds to demolish structures in qualifying census tracts. The estimated cost of one residential demolition is $10,000. If remediation is included, the estimated cost increases to $13,000. We had approximately 100 residential structures that qualify for demolition. We are focusing primarily on areas of concentrated blight that provide the greatest redevelopment opportunity for affordable housing. This could include the Una, Saxon, and Arcadia communities as well as other qualifying census tracts throughout the county.

The County engaged Civitas, LLC to conduct a countywide assessment of current and anticipated housing needs in the county. The results of this assessment were presented to Council at its May 2023 meeting. Based on a gap analysis and recommendations in the assessment, new policies will be established to encourage development of housing in areas of need. The County plans to develop strategies for the implementation of the recommendations from the Housing Assessment and Strategic Plan. Those strategies could potentially include the following:

- Partnerships with public, private, and non-profit entities for funding, incentives, and acquisition
- Establishment of a revolving loan fund
- Financing tools and incentives to increase production of affordable housing
- Employing blight reduction strategies to develop housing communities

Use of Evidence

The County utilized the 2020 Census Tracts and its condemned property list to create an overlay to identify blighted properties within qualifying census tracts. The County then conducted field verifications and assessments of the identified properties to compile the project list.



Performance Report

The performance indicator on this project will be the number of blighted properties that will be demolished in qualifying census tracts and potentially leveraged for affordable housing redevelopment while improving neighborhoods for existing residents. Spartanburg County agrees with Treasury in that high rates of vacant or abandoned properties in a neighborhood may exacerbate public health disparities, for example through environmental contaminants that contribute to poor health outcomes or by contributing to higher rates of crime.

As of June 30, 2025, Spartanburg County has demolished (32) abandoned and derelict structures, many of which had become dens for illegal drug use and other crimes. Spartanburg County continues to identify additional structures to be demolished. In addition, (9.95) tons of litter, solid waste, appliances, tires, and other items have been removed from qualified census tracts by placing contracted dumpsters in central locations. This initiative has been an effective tool in the promotion of safe, affordable housing and healthy neighborhood environments to promote the public health and economic outcomes.

In addition to the work completed, Spartanburg County has recognized $57,932 in program income which has been used to reduce the total allowable costs of the project by the amount of program income earned, effectively decreasing the amount of federal funding needed.

Road and Bridge Projects
Final Adopted Allocation: $5,000,000
Project Identification Number: ARP1004
Project Expenditure Category: 9.2 – Surface Transportation project not receiving funding from DOT – Streamlined Framework

Spartanburg County has a large roadway network consisting of more than 1,700 miles and more than 150 bridges and additional related infrastructure. Several years ago, the County embarked on a journey to substantially reshape its road infrastructure plan. In 2020, to gain an understanding of the existing condition of existing roads, the County conducted a pavement asset evaluation study, which utilized a consultant to drive each road and collect automated condition data relative to calibration verification, pavement distress, and quality management. The results of that condition assessment showed an average Overall Condition Index (OCI) of 61, with 45% of roads falling below an OCI of 60 (which is the desired level for repaving) and another 18% falling between an OCI of 60 and 70 and quickly approaching the point of needing to be repaved. The study also revealed that the County had approximately 33% (568 miles) of roads that were below an OCI of 50. Additionally, much of our current road infrastructure lacked the geometry best suited to carry current traffic demands and to properly plan for future increases. As a result of this assessment, County Council adopted a plan to fund new investments in infrastructure by utilizing proceeds from GO Bond issues. Nearly $76 million in GO bond proceeds will have been collected with bond issues planned for FY2020, FY2022, and FY2024. To provide additional resources for continued improvements in road and road related infrastructure, Council originally allocated $5,000,000 under the Revenue Replacement category of SLFRF funding; however, due to the eligible use categories articulated in the 2023 interim final rule, County Council approved for this funding to now be considered Surface Transportation Projects and to be used under the parameters of the streamlined framework of "Pathway Two. "

Use of Evidence

Road condition data utilized from the pavement asset evaluation study in combination with budget availability will be used to determine which infrastructure will be improved in this project.

Performance Report

As of June 30, 2025, the status of projects is as follows:

Project	Location	Scope	Progress
1	Seay Road	Seay Road is being widened to 24 feet from the intersection of Hwy 9 to the intersection of Hanging Rock Road. The project also includes the installation of a roundabout at the intersection of Clark Road.	Project is currently under construction and is anticipated to reach completion by late summer or early fall of 2025.
2	Ferndale Drive	replacement of culvert	All contruction is complete except for Ferndale Drive which is scheduled to begin in the summer of 2025.
	Shoreham Drive	replacement of culvert	
	Shoreham Lane	replacement of culvert	
	Valleyhigh Drive	replacement of culvert	
	Woodwind Drive	replacement of pipe liner	
3	Hidden Lake Drive	replacement of Snap-Tite liners	Construction is scheduled to begin by late summer or early fall of 2025.

<u>Small & Minority Business Development – Technical Assistance</u>
Final Adopted Allocation: $2,190,000
Project Identification Number: ARP1005
Project Expenditure Category: 2.30 – Technical Assistance, Counseling, or Business Planning

As outlined in the Spartanburg County's Strategic Vision Plan, it is County Council's goal to strengthen our small, local businesses' impact on our county's economy. By investing in our small and minority businesses, we will strengthen our economy, create new jobs, and ensure opportunities for County citizens. To aid in this goal, Council has approved the allocation of $6,000,000 of SLFRF funding for small and minority business support.

Our partners at OneSpartanburg, Inc. Foundation, have built a continuum of services to support small and minority business owners. They have implemented a Technical Services Program which will include technical support from subject matter experts, a mentorship program, training, and accelerator programs. Of the total $6,000,000 approved by Council for small & minority business development, $2,190,000 will be allocated for funding of this Technical Services Program.

The following focus areas are included under this category:

1. Access to Accelerator Programs
2. Access to Subject Matter Experts
3. Access to assistance in Securing Contracts through Supplier Diversity Programs
4. Access to guidance from Business Mentors and Community Captains
5. Access to Training Programs

Additional information about this project can be found at www.powerupspartanburg.com.

Use of Evidence

SLFRF funds are being used for evidence-based interventions and will be evaluated using performance indicators such as:
- # of annual business applications
- % of business establishments with 0-9 employees
- % of total employment in businesses with 0-19 employees
- % of employment in businesses 0-1 years old
- % of workers who are self-employed
- % of employer firms that are minority-owned
- % of nonemployee forms that are minority-owned

The business intake forms will be used to gather information such as:
- Gross revenue over the previous year
- Employees on payroll
- Number of businesses registered within Spartanburg County
- Increase in black and minority supported businesses
- Corporate contracts executed

Performance Report

As of June 30, 2025, the County has distributed $345,571 in reimbursements to OneSpartanburg, Inc. Foundation for its Technical Assistance Program. The simplified demographics for the beneficiaries are as follows:

TECHNICAL ASSISTANCE - 2,269 Beneficiaries	#	%
Ethnicity		
Hispanic	194	8.6%
Non-Hispanic	1972	86.9%
Prefer Not To Answer	103	4.5%
Race		
Asian	49	2.2%
American Indian or Alaska Native	32	1.4%
Black or African American	1429	63.0%
Native Hawaiian or Other Pacific Islander	15	0.7%
White	679	29.9%
Prefer Not To Answer	65	2.9%
Gender		
Female	1347	59.4%
Male	895	39.4%
Prefer Not To Answer	27	1.2%
In Business?		
No	842	37.1%
Yes	1427	62.9%
See Additional statistics below		
Number of Employees		
Less than 5	1253	87.8%
Greater than or Equal to 5	174	12.2%
Annual Revenue		
$0 - $25,000	589	41.3%
$25,001 - $100,000	483	33.8%
$100,001 - $250,000	165	11.6%
$250,001 - $500,000	101	7.1%
$500,000 or more	89	6.2%

Small & Minority Business Development – Business Incubator – The Grid
Final Adopted Allocation: $75,000
Project Identification Number: ARP1005 2.32
Project Expenditure Category: 2.32 – Business Incubators and Start-Up or Expansion Assistance

As outlined in the Spartanburg County's Strategic Vision Plan, it is County Council's goal to strengthen our small, local businesses' impact on our county's economy. By investing in our small and minority businesses, we will strengthen our economy, create new jobs, and ensure opportunities for County citizens. To aid in this goal, Council has approved the allocation of $6,000,000 of SLFRF funding for small and minority business support.

Our partners at OneSpartanburg, Inc. Foundation have built a continuum of services to support small and minority business owners. Of the total $6,000,000 approved by Council for small & minority business development, $75,000 has been allocated to fund the establishment of an interactive hub to support small and minority business owners. OneSpartanburg, Inc. Foundation, is developing a website that serves as a roadmap for starting, sustaining, growing, or exiting a small and/or minority business. The interactive site will serve as a connection point to small and minority business development resources and service providers. Through this process, existing services will be inventoried and gaps identified. The digital incubator (The Grid) will empower small and minority business owners to make impactful connections, find critical information, and broaden their networks. The Grid is expected to be launched in the November 2023.

Additional information about this project can be found at www.powerupspartanburg.com.

Use of Evidence

OneSpartanburg, Inc. Foundation enlisted the services of a consultant to assist with development of its interactive website which included assistance determining stakeholder needs, best practices, brand positioning, name development, and logo design.

Performance Report

As of June 30, 2025, Spartanburg County has reimbursed OneSpartanburg Inc. Foundation $37,196 for the development and maintenance of its interactive business hub that currently has (391) users enrolled with access to its content and resources.

<u>Small & Minority Business Development – Loan & Grant Program</u>
Final Adopted Allocation: $2,500,000
Project Identification Number: ARP1005 2.29
Project Expenditure Category: 6.1 – Provision of Government Services

As outlined in the Spartanburg County's Strategic Vision Plan, it is County Council's goal to strengthen our small, local businesses' impact on our county's economy. By investing in our small and minority businesses, we will strengthen our economy, create new jobs, and ensure opportunities for County citizens. To aid in this goal, Council has approved the allocation of $6,000,000 of SLFRF funding for small and minority business support.

Our partners at OneSpartanburg, Inc. Foundation have built a continuum of services to support small and minority business owners. Of the total $6,000,000 approved by Council for small & minority business development, $2,500,000 has been allocated from the provision of government services allocation to fund the establishment of a loan fund to provide needed capital to small and minority business owners at lowered interest rates. OneSpartanburg, Inc. Foundation is partnering with Community Development Financial Institutions (CDFIs) who will serve as fiduciary agents for these funding opportunities.

As part of this program, start-up loans will be available for eligible small and minority-owned businesses that have been in operation for less than two years. Business loans and impact grants will be available for eligible small and minority-owned businesses that have been operating for two or more years.

Additional information about this project can be found at www.powerupspartanburg.com.

Use of Evidence

OneSpartanburg, Inc. Foundation launched its Access to Capital (Loan and Grant) program on June 29, 2023. They vetted and secured three Community Development Financial Institutions to serve as the fiduciary agents: The Climb Fund, Carolina Foothills Federal Credit Union and NDC. These partnerships will provide available pools of $1.75 million for loans and $750,000 for grants.

Performance Report

This program was officially launched by OneSpartanburg, Inc. Foundation in June 2023, and in two years' time, as of June 30, 2025, (98) loans and (90) grants have been awarded to small businesses. The simplified demographics for the beneficiaries are as follows:

LOANS - 98 Beneficiaries	#	%
Ethnicity		
Hispanic	4	4.1%
Non-Hispanic	94	95.9%
Race		
Black or African American	80	81.6%
White	18	18.4%
Gender		
Female	42	42.9%
Male	56	57.1%
Number of Employees		
Less than 5	81	82.7%
Greater than or Equal to 5	17	17.3%
Annual Revenue		
$0 - $25,000	16	16.3%
$25,001 - $100,000	36	36.7%
$100,001 - $250,000	25	25.5%
$250,001 - $500,000	8	8.2%
$500,000 or more	13	13.3%

GRANTS - 90 Beneficiaries	#	%
Ethnicity		
Hispanic	7	7.8%
Non-Hispanic	83	92.2%
Race		
Black or African American	57	63.3%
White	33	36.7%
Gender		
Female	43	47.8%
Male	47	52.2%
Number of Employees		
Less than 5	46	51.1%
Greater than or Equal to 5	44	48.9%
Annual Revenue		
$0 - $25,000	0	0.0%
$25,001 - $100,000	46	51.1%
$100,001 - $250,000	21	23.3%
$250,001 - $500,000	17	18.9%
$500,000 or more	6	6.7%

Small & Minority Business Development – Effective Service Delivery
Final Adopted Allocation: $1,235,000
Project Identification Number: ARP1005
Project Expenditure Category: 7.1 – Administrative Expenses

As outlined in the Spartanburg County's Strategic Vision Plan, it is County Council's goal to strengthen our small, local businesses' impact on our county's economy. By investing in our small and minority businesses, we will strengthen our economy, create new jobs, and ensure opportunities for County citizens. To aid in this goal, Council has approved the allocation of $6,000,000 of SLFRF funding for small and minority business support.

Our partners at OneSpartanburg, Inc. Foundation have built a continuum of services to support small and minority business owners. Of the total $6,000,000 approved by Council for small & minority business development, $1,235,000 will be allocated to fund personnel and other operating expenditures for OneSpartanburg, Inc. Foundation's support staff responsible for implementing and overseeing the Small & Minority Owned Business Development Program. OneSpartanburg, Inc. Foundation has hired a Director/VP of Small and Minority Business Development and a support person that is dedicated to implementing and leading their Small and Minority Business Development program and has procured OneSpartanburg, Inc. to act as their sole source vendor to administer the PowerUp Program. This category will include personnel and other related support expenditures (not specifically assigned to the Technical Assistance, Loan & Grant Funds, and Business Incubator projects) necessary to maintain these projects.

Additional information about this project can be found at www.powerupspartanburg.com.

Use of Evidence

See specific details under Technical Assistance, Business Incubators, and Loan Program projects.

Performance Report

As of June 30, 2025, Spartanburg County has reimbursed OneSpartanburg, Inc. Foundation $740,024 for personnel and other operating expenditures for support staff responsible for managing the Small & Minority Owned Business Development Program. See specific details under Technical Assistance, Business Incubators, and Loan & Grant Program projects for performance indicators relative to those projects.

Stormwater Grant Match
Final Adopted Allocation: $2,500,000
Project Identification Number: ARP1006
Project Expenditure Category: 6.2 – Non-Federal Match for other Federal Programs

In Spartanburg County, one of the many stormwater needs is the condition and structural integrity of an estimated 2,800+ culvert crossings located underneath county roadways. The culprit for many of the present-day challenges was the installation of corrugated metal pipe (CMP) that has rusted/deteriorated. The county has identified thirteen (13) CMP culverts that have the highest need of replacement. In all cases, the condition of the evaluated culverts is poor to extremely poor (severe), and present a risk of road failure should they continue to deteriorate. The noted thirteen (13) locations and (6) projects are listed below.

Project	Location	Scope
1	Hickory Hill Road	replacement of a multi-size, multi-material culvert
	189 Hickory Hill Road	replacement of a 72" CMP
2	Old John Dodd Road	replacement of a 54" CMP
	Cardinal Street	replacement of a 48" CMP
	1465 Dickson Road	replacement of a 48" CMP
	Center Street	replacement of a 48" CMP
3	Hatchett Road	replacement of 120" CMP
4	Old Bear Creek Road	replacement of a 84" CMP
	Trammel Road	replacement of a 48" CMP
	Spencer Creek Road	replacement of a 48" CMP
5	Bill Lattimore Road	replacement of a 72" CMP
	Pine Hill Drive	replacement of a 48" CMP
6	Bennett Dairy Road	replacement of a 60" CMP

This project was approved by County Council through a resolution adopted on August 15, 2022. Final construction of all projects is currently scheduled to be complete no later than December 2026. This project will be coordinated with federally funded SCIIP (South Carolina Infrastructure Investment Program) grants which were awarded to the county in April of 2023.

Use of Evidence

In June 2021, Spartanburg County performed an evaluation of its stormwater infrastructure and evaluated funding needs for upkeep of the system. The detailed evaluation included techniques to approximate the linear footage of county-owned stormwater infrastructure and to coarsely estimate the associated age of the drainage system across the county using tax parcel data. The county determined that the stormwater system included approximately 65 miles of infrastructure valued at over $250M. Based on recent inflation and additions to the system since the evaluation, the county estimates that noted system is currently valued at $500M.

Since 2021, the county has performed field evaluations of its known CMP inventory that is 48” in diameter and above. The projects referenced above were selected based on information gathered during the field evaluations. For each project, alternatives were developed with considerations being given to public safety, water quality impacts, resilience and storm projection, modernization to aging infrastructure, and adding capacity to handle demands associated with future development. Once solutions were determined for each location, a detailed cost estimate was developed. Lastly, it is worth noting that the distribution of the projects is throughout the entire county. Each was selected based on need, but the projects represent an equitable dispersal of capital improvements throughout the county.

Performance Report

Each project will go through a process that includes survey/design, bidding, and construction. Progress payments to the vendors will be made at specific project milestones to include engineering walkout and construction completion. With the use of SCIIP grant funds each project’s design, bid documents and pay requests will be reviewed/approved by a member of the SC Rural Infrastructure Authority. Performance indicators for this project will include the successful completion of the culverts listed above.

As of June 30, 2025, $1,314,586 has been spent on this project and progress updates are as follows:

<table>
<tr><th>Project</th><th>Location</th><th>Scope</th><th>Progress</th></tr>
<tr><td rowspan="2">1</td><td>Hickory Hill Road</td><td>replacement of a multi-size, multi-material culvert</td><td rowspan="2">Complete</td></tr>
<tr><td>189 Hickory Hill Road</td><td>replacement of a 72” CMP</td></tr>
<tr><td rowspan="4">2</td><td>Old John Dodd Road</td><td>replacement of a 54” CMP</td><td rowspan="4">Project has been fully awarded. Construction on Cardinal Street is approximately 85% complete with the reminaing roads estimated to be complete by June 2026.</td></tr>
<tr><td>Cardinal Street</td><td>replacement of a 48” CMP</td></tr>
<tr><td>1465 Dickson Road</td><td>replacement of a 48” CMP</td></tr>
<tr><td>Center Street</td><td>replacement of a 48” CMP</td></tr>
<tr><td>3</td><td>Hatchett Road</td><td>replacement of 120” CMP</td><td>Project has been fully awarded. Construction is approximately 70% complete.</td></tr>
<tr><td rowspan="3">4</td><td>Old Bear Creek Road</td><td>replacement of a 84” CMP</td><td rowspan="3">Project has been fully awarded. Constuction is currently scheduled to begin approximately Fall/Winter of 2025.</td></tr>
<tr><td>Trammel Road</td><td>replacement of a 48” CMP</td></tr>
<tr><td>Spencer Creek Road</td><td>replacement of a 48” CMP</td></tr>
<tr><td rowspan="2">5</td><td>Bill Lattimore Road</td><td>replacement of a 72” CMP</td><td rowspan="2">Project is almost completely finished with the award process and will soon be officially awarded.</td></tr>
<tr><td>Pine Hill Drive</td><td>replacement of a 48” CMP</td></tr>
<tr><td>6</td><td>Bennett Dairy Road</td><td>replacement of a 60” CMP</td><td>Project has started the awarding process. Bids are currently being evaluated.</td></tr>
</table>

Spartanburg Sewer Projects
Final Adopted Allocation: $24,800,000
Project Identification Number: ARP1007
Project Expenditure Category: 5.18 – Water and Sewer: Other

Spartanburg County Council has approved the allocation of $24,800,000 in SLFRF funding to help our partners at Spartanburg Sanitary Sewer District accomplish two significant sewer projects throughout the county. Projects include:

- Bens Creek Sewer Extension - $4,700,000
  Installation of approximately 9,400 LF of gravity sewer main along Bens Creek, beginning at Greenpond Road and ending at the southern corner of the current Michelin property.
- Meadows Creek Sewer Extension - $20,100,000
  Installation of approximately 40,900 LF of gravity sewer main along Meadows Creek, beginning at an existing gravity sewer near the intersection of Asheville Hwy and I-26 and extending along Meadows Creek approximately 37,500 feet. Project also includes approximately 3,400 LF along a branch of Meadows Creek beyond Spring Valley Road.

Use of Evidence

Sewer service will be provided to approximately 6,900 acres in north central Spartanburg as part of this project. Each project will go through a process that includes engineering design, permitting and construction management. Absent this investment in this key infrastructure, no additional viable plans exist for the foreseeable future to provide service to this area. Installation of major sewer conveyance infrastructure will help to provide opportunities for homeowners and businesses on legacy septic tank systems to transition to more dependable infrastructure for waste conveyance, thus reducing potential negative environmental impacts of leaking and faulty septic systems.

Due to the high rate of existing and expected population growth in this area of the County, expansion of sewer service is imperative. Without the proper infrastructure being available, development will occur with septic systems, requiring larger amounts of land to be used, increasing urban sprawl, and increasing potential for negative environmental impacts to tributaries and creeks that serve as feeders to the County's largest water reservoir. By providing the proper infrastructure, density will be higher, sprawl lower, and wastewater will be conveyed to proper treatment plants which have ample capacity for treatment.

Performance Report

As of June 30, 2025, progress is as follows:

- Bens Creek Sewer Extension – All easements have been acquired, the contractor has been officially awarded with a preconstruction conference held in May 2025, the Contractor has completed bore across Green Pond Road, and is continuing construction.
- Meadows Creek Sewer Extension
  - Phase 1/2 – All easements have been acquired, the contractor has been officially awarded with a preconstruction conference held in July 2024, construction continues with approximately 66% completion of this phase.
  - Phase 2a/2b – 10 of 16 easements have been acquired, the contractor has been officially awarded with a preconstruction conference held in July 2025, and is scheduled to start clearing in August 2025.

<u>Spartanburg County – Public Sector Capacity</u>
Final Adopted Allocation: $7,743,278
Project Identification Number: ARP1008
Project Expenditure Category: 3.3 Public Sector Workforce: Other

Due to unprecedented effects of the COVID-19 pandemic, labor market conditions have declined making it more challenging to recruit and retain talented employees. According to recent job data, local government jobs were among those most affected by the pandemic-fueled labor shortage crisis. The County feels that impact as it continues to experience an elevated number of vacancies and associated stresses in several of its departments because of COVID-related challenges. As the County strives to fill positions within some of its essential departments, like public safety, it must find innovative ways to become more competitive given the current labor environment.

In the fall of 2023, the County conducted an employee survey to receive feedback on positives and negatives of being a County employee. By far, the largest area of concern of the employees was the level of compensation received. To continue to retain its employees, County Council approved the expenditure of a County-funded retention incentive in December 2023. The County's goal in providing this incentive was to persuade employees to remain with the County as compared to other employment options. To provide an additional incentive for employees to remain with the County, Council approved the expenditure of SLFRF funds to be used for additional retention incentives. These SLFRF-funded incentives are narrowly tailored to the County's need to retain its workforce used in conjunction with the separate retention incentive the County provided in December 2023. These SLFRF retention incentive funds were entirely additive to the employee's regular rate of wages and other remuneration. The County believes that by investing significant funding into its current workforce, the County will achieve its goal of retaining quality employees. As a result, the County will continue to make progress on advancing its mission: to steward an environment where all people have diverse opportunities to learn, do business, and live a quality life. In January 2024 County Council received information on the Spartanburg County Employee Recruitment and Retention Program. One component of the program was the expansion of the retention incentive program to include the addition of sign-on bonuses for new employees in hopes of attracting great employees and achieving stability in all departments – especially departments that have historically found it difficult to stay fully staffed (e.g. Sheriff Office, Detention Facility, and Communication/911).

Use of Evidence

Aside from the employee survey conducted by the County in the fall of 2023 detailing the largest area of concern for employees being inadequate compensation, the County also has firsthand experience with struggling with recruitment and employee retention due to labor market conditions present over the past several years since the COVID pandemic.

Performance Report

As of June 30, 2025, Spartanburg County is using SLFRF funds to supplement other actions taken by the County developed into a wholistic strategy aimed to address capacity struggles.

County-funded actions:

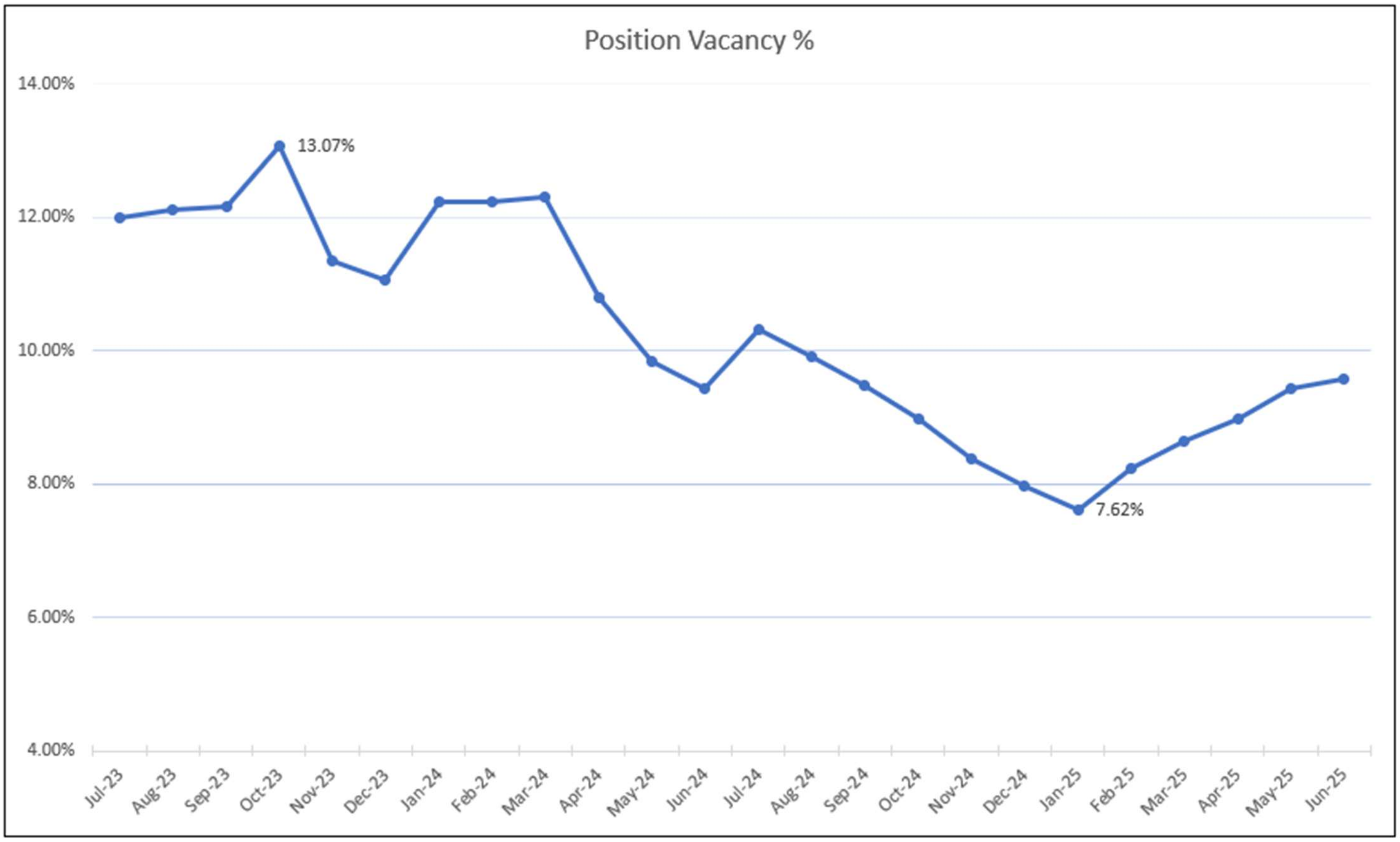
- County-funded retention incentive.
- Policy changes to the County's Employee Handbook in the areas of Floating Holidays and Annual Leave Accruals allowing employees to be eligible for certain holidays and leave upon hire.
- Expand and increase the amount available through the Employee Referral Policy that is designed to provide eligible employees with a referral incentive for assisting with filling vacant positions.

Supplemental SLFRF-funded actions:

- $3,333,107.10 First SLFRF-Funded Retention Incentives effective June 2024.

- $1,150,583.99 Sign-On Bonuses begin July 2024 and continuing until fully expended.
- $3,259,586.91 Second SLFRF-Funded Retention Incentives effective December 2024.

As of June 30, 2025, Spartanburg County has seen a notable trend in declining position vacancies, due in part to our efforts which include SLFRF- funded retention incentives and sign-on bonuses. FY 2023-2024 had an average of 11.55% in position vacancies, while FY 2024-2025 had an average of 8.96%.



^ Dec 2023 - County-Funded Retention Incentive

^ Jan 2024 - Spartanburg County Employee Recruitment & Retention Program begins

^ Jun 2024 - 1st SLFRF-Funded Retention Incentive

^ Jul 2024 - Sign-On Bonuses Begin

^ Dec 2024 - 2nd SLFRF-Funded Retention Incentive

Spartanburg County – Downtown Utility Relocation
Final Adopted Allocation: $6,720,275
Project Identification Number: ARP1009
Project Expenditure Category: 5.18 Water and Sewer: Other

As part of the planning and development for Spartanburg County's new Joint Government Center—which will consolidate and collocate both County and City government functions—engineers identified a critical issue involving aging underground infrastructure. The existing stormwater and sanitary sewer lines, which serve not only the future Government Center but also a significant portion of downtown Spartanburg, were found to be approximately 80–100 years old and made of deteriorating clay pipe. Upon inspection, the infrastructure was discovered to be partially collapsing and clearly beyond its useful life, posing serious health, environmental, and structural risks to nearby residents and businesses.

Given the urgent need to address this issue—and the fact that the existing lines run beneath the site of the future Government Center and parking deck—plans were made to replace and relocate the infrastructure into the public right of way. This relocation will ensure the long-term accessibility and serviceability of the systems while avoiding future complications associated with having utilities situated beneath major buildings. To address this need and ensure reliable utility service for generations to come, Spartanburg County Council has approved $6,720,275 in SLFRF funding to support the relocation and replacement project. Construction on this vital infrastructure upgrade is currently underway.

Use of Evidence

Spartanburg County used the evidence presented by engineers that identified the deteriorating and failing underground infrastructure.

Performance Report

The project consists of replacing existing failing storm water and sewer lines and replacing them with new along S. Church Street, W. Kennedy Street, S. Spring Street, Harris Place, and a portion of S. Daniel Morgan Avenue. Due to the nature of the work and its location, the project also includes the following: covering trenches and holes after work is complete; repairing roads, sidewalks, and other surface areas affected by the work; integrating new utilities with existing systems; and testing as required by Spartanburg Sanitary Sewer District.

As of June 30, 2025, the sanitary sewer installation is 100% completed, and the storm water drainage installation is approximately 90% completed with only paving and concrete repair remaining.