



Town of Hilton Head Island  
**FINANCE & ADMINISTRATIVE COMMITTEE  
MEETING**  
**Tuesday, August 16, 2022, 10:00 AM**  
**AGENDA**

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The Finance & Administrative Committee meeting will be held in-person at Town Hall in the Benjamin M. Racusin Council Chambers. The meeting can be viewed on the [Town's Public Meetings Facebook Page](#), the [Beaufort County Channel](#) and Spectrum Channel 1304.

1. **Call to Order**
2. **FOIA Compliance** Public notification of this meeting has been published, posted, and distributed in compliance with the South Carolina Freedom of Information Act and the requirements of the Town of Hilton Head Island.
3. **Roll Call**
4. **Approval of the Minutes**
  - a. [Regular Meeting - July 19, 2022](#)
5. **Appearance by Citizens** Citizens who wish to address the Committee concerning the items on the agenda, may do so by contacting the Town Clerk at 843.341.4701, no later than 4:30 p.m., Monday, August 15, 2022. Citizens may also submit written comments concerning any of the items on the agenda through the eComment portal [Finance & Administrative Committee](#).
6. **New Business**
  - a. [Discussion of Participation in the Beaufort-Jasper Counties Regional Housing Trust Fund](#)
  - b. [Town of Hilton Head Island Financial Update](#)
7. **Adjournment**

**Please note, a quorum of Town Council may result if four (4) or more of their members attend this meeting.**



Town of Hilton Head Island  
Finance & Administrative Committee  
Tuesday, July 19, 2022, 10:00 a.m.  
**MEETING MINUTES**

**Present from the Committee:** Tom Lennox, *Chairman*; Alex Brown, Bill Harkins, Glenn Stanford, *Members*

**Present from Town Staff:** Josh Gruber, *Deputy Town Manager*; Angie Stone, *Assistant Town Manager*; John Troyer, *Director of Finance*; Marcy Benson, *Senior Grants Administrator*; Krista Wiedmeyer, *Town Clerk*

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**1. Call to Order**

The Chairman called the meeting to order at 10:00 a.m.

**2. FOIA Compliance**

Ms. Wiedmeyer confirmed compliance with the South Carolina Freedom of Information Act.

**3. Roll Call** as noted above.

**4. Approval of Minutes**

- a. Regular Meeting – May 17, 2022

Mr. Harkins moved to approve. Mr. Stanford seconded. Motion carried 4-0.

**5. Appearance by Citizens**

**Skip Hoagland** addressed the Committee on matters related to the Town's finances and partnership with the Hilton Head Island-Bluffton Chamber of Commerce.

**6. New Business**

- a. Discussion of the Beaufort County School District Impact Fees

Mr. Gruber informed the Committee that no action was required for this matter. He explained that the Beaufort County Council had repealed this item and it was no longer being considered.

- b. Discussion of the Beaufort County Impact Fees

Mr. Gruber addressed the Committee, noting that the recommendation before the Committee is to authorize the Town Manager to enter into an Intergovernmental Agreement with Beaufort County for the continued collection of the Library and

Transportation Impact Fees. He went on to explain that this authorization would be provided with the understanding that Beaufort County will levy and assess the applicable impact fees and that the Town would agree that it would not issue any applicable development permits that may be required unless it has first been provided with a receipt, demonstrating appropriate payment to Beaufort County of these fees. Mr. Gruber went on to say that in lieu of continuing discussions with Beaufort County pertaining to the collection of the Parks and Recreation Impact Fees, that the Committee recommend to Town Council that it focus its efforts on the transfer of certain parcels from Beaufort County to the Town. Mr. Gruber said, if this is successfully accomplished, it would eliminate the need for an Intergovernmental Agreement with Beaufort County for the collection of the Parks and Recreation Impact Fees. Upon the completion of his presentation to the Committee, Mr. Gruber answered questions posed to him. With no further discussion, the Committee took the following action:

Mr. Stanford moved to recommend to Town Council that it authorize the Town Manager to enter into an Intergovernmental Agreement with Beaufort County for the continued collection of the Library and Transportation Impact Fees. Mr. Harkins seconded. The motion carried by a vote of 4-0.

Mr. Stanford moved to recommend to Town Council that in lieu of continuing discussions about the collection of the Parks and Recreation Impact Fees with Beaufort County, the Town focus its efforts on the transfer of certain parcels from the County to the Town. Mr. Harkins seconded. The motion carried by a vote of 4-0.

- c. Consideration of a Resolution Approving the Five-Year Consolidated (2020-2024) Substantial Amendment as Required by the U.S. Department of Housing and Urban Development (HUD) for Participation in the Community Development Block Grant (CDBG) Entitlement Program

Ms. Benson addressed the Committee, noting the recommendation before them was a resolution approving a substantial amendment to the Town's 2020-2024 five-year consolidated plan as required by the U.S. Department of Housing and Urban Development for participation in the Community Development Block Grant Entitlement Program. She said the plan is being amended to add the reallocation of CDBG-CV funds in the amount of \$102,899 for program year 2020. Ms. Benson said the amendment brings the cumulative amount for all CDBG-CV funding rounds for the Town to \$634,987. She said in accordance with the Fiscal Year 2020 CDBG first and third rounds of funding, the reallocation funds will be allocated to public services activities and administrative services carried out by the Community Foundation of the Lowcountry. Upon the conclusion of her presentation, Ms. Benson answered questions posed to her from the Committee. With no further discussion, Mr. Stanford moved to recommend that Town Council approve the resolution approving the substantial amendment to the Town's 2020-2024 five-year consolidated plan as required by the U.S. Department of Housing and Urban Development for participation in the Community Development Block Grant Entitlement Program. Mr. Harkins seconded. The motion carried by a vote of 4-0.

**d. Town of Hilton Head Island Financial Update**

Mr. Troyer delivered the financial update to the Committee, noting that he has been reporting to the Committee monthly since the COVID pandemic. He said the purpose of the report is to establish trends both favorable and unfavorable as early as possible and make recommendations to react appropriately and to also identify any significant variances. Mr. Troyer reported that the actions taken by Town Council continue to benefit the Town and continue to help with resiliency. He reported that May was not a big collections month, but that there were higher collections in May 2022 than in the last three years. Mr. Troyer said that things are well on track to meet and exceed the budget for 2020. He reviewed what to expect for June, noting that June is a big collections month. Mr. Troyer continued his report and answered questions posed to him from the Committee.

**7. Adjournment**

The meeting adjourned at 10:42 a.m.

**Submitted by:** Krista M. Wiedmeyer  
Town Clerk

**Approved:** [Date]

The recording of this meeting can be found on the Town's website at [www.hiltonheadislandsc.gov](http://www.hiltonheadislandsc.gov).



## TOWN OF HILTON HEAD ISLAND

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### *Staff Memo*

**TO:** Hilton Head Island Town Council – Finance and Administrative Committee  
**FROM:** Josh Gruber, *Deputy Town Manager*  
**CC:** Marc Orlando, *Town Manager*  
**DATE:** August 10, 2022  
**SUBJECT:** Beaufort - Jasper Counties Regional Housing Trust Fund – Draft Intergovernmental Agreement

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#### **Summary:**

The Town’s Finance and Administrative Committee should review and discuss the proposed terms contained within the draft Intergovernmental Agreement Regarding Affordable Housing (“IGA”) that was provided by the Southern Lowcountry Regional Board. After evaluating these provisions, the Committee should take action to recommend to the Town Council that they either, (1) agree to the proposed terms contained within the draft document, (2) propose amendments to the draft document as a condition of its participation in the agreement, or (3) decline to participate in the agreement at this time.

#### **Background:**

The Town is a participating member in the Southern Lowcountry Regional Board (the “Board”) whose purpose is to “enhance the building of relationships among elected officials, from differing communities, municipalities, utilities, and centers for higher education, to enhance the communication among the members internal as well as to subdivisions external and most importantly to the communities in which we serve.” Beginning in 2020, the Board began discussions concerning the steps that would be necessary to consider and implement a regional housing trust as a potential means of addressing affordable housing concerns that are present in each of the Board’s respective member jurisdictions.

In 2021, as part of the Town’s adopted Strategic Action Plan, the Town committed to assessing its potential participation in this regional housing trust fund and thereafter allocated funding to assist the member jurisdictions in engaging the services of a consultant who would examine this issue and develop a proposed path forward. In August of 2021, the planning firm of Asakura Robinson presented its proposed recommendations on creating a regional housing trust fund. A copy of this document has been enclosed herein as Attachment “A” for review and reference.

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Contained within the consultant's report are recommendations that each participating jurisdiction commit to participation within the regional housing trust fund and the corresponding annual financial contributions that would be required as a condition of participation.

To facilitate these discussions, and to take the requisite initial steps to form the 501(c) organization that will be the regional housing trust, the Board has been working with representatives of Beaufort County, Jasper County, the City of Hardeeville, the Town of Bluffton, the Town of Hilton Head Island, the City of Beaufort, the Town of Port Royal, and the Town of Yemassee to prepare a draft Intergovernmental Agreement for consideration by each political jurisdiction. A copy of this document has been enclosed as Attachment "B."

Items to note within this document are as follows:

- "Affordable Housing" is defined as residential housing for rent or for sale that is appropriately priced for a for sale or to rent to a person or family whose income does not exceed one hundred percent (100%) of the median income for the local area based upon figures available from the United States Department of Housing and Urban Development.
- "Special Needs Housing" is defined as meaning housing or shelter provided by private or public entities including privately operated elderly housing, nursing homes, community residential care facilities, and other special needs population housing facilities regardless of purpose or type of facility.
- The term of this initial agreement is requested to be a minimum of ten (10) years and may be renewed for an additional ten (10) year period upon written agreement of the parties.
- Termination of this agreement may only occur via the dissolution of the regional housing trust fund.
- Projects serving households with income levels at or below sixty percent (60%) of the Annual Median Income ("AMI") will receive priority for consideration along with projects that develop or rehabilitate special needs housing, or the development or rehabilitation of homeless housing.
- Projects funded by the regional housing trust fund will be judged on their merits and funding and location of projects will vary from year to year.
- There will be a nine (9) member Oversight Board with each participating entity appointing one representative, who is not an elected official, and the eight participating jurisdiction's Oversight Board members selecting an agreed upon ninth member.
- The Oversight Board will adopt bylaws for the corporation which will define what types of projects will be eligible for funding, how funding will be allocated for permissible

projects, and how a participating member would terminate their participation within the regional housing trust fund.

- Pursuant to the funding schedule contained within the document, the Town would be expected to contribute the following amounts:
  - o Year 1 - \$156,815
  - o Year 2 - \$86,559
  - o Year 3 - \$89,206
  - o Year 4 - \$91,882
  - o Year 5 - \$94,639
  - o Year 6 - \$97,478
  - o Year 7 - \$100,402
  - o Year 8 - \$103,414
  - o Year 9 - \$106,517
  - o Year 10 - \$109,712
  - o Total = \$1,036,623

The Southern Lowcountry Regional Board has requested that each participating jurisdiction to this Intergovernmental Agreement review the draft terms and that have been proposed and provide feedback on this document within the next several months.

On August 4<sup>th</sup>, the City Council for the City of Hardeeville unanimously approved its participation within the regional housing trust fund as presented and on August 9<sup>th</sup>, the Town of Yemassee adopted the agreement as well. As of the drafting of this Memorandum, no additional jurisdictions have formally considered this matter for adoption.

**Recommendation:**

The Finance and Administrative Committee should recommend to Town Council that it either, (1) agree to the proposed terms contained within the draft document as presented, (2) propose amendments to the draft document as a condition of its participation in the agreement, or (3) decline to participate in the agreement at this time.

# BEAUFORT-JASPER COUNTIES

## HOUSING TRUST FUND PROPOSAL AND IMPLEMENTATION PLAN



ASAKURA  
ROBINSON





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# ACKNOWLEDGMENTS

## Study's Funding Jurisdictions

Thank you to the following jurisdictions for funding the Beaufort-Jasper Counties Regional Housing Trust Fund Study:

- Beaufort County
- Jasper County
- City of Beaufort
- Town of Bluffton
- City of Hardeeville
- Town of Hilton Head Island
- Town of Port Royal
- Town of Yemassee

## Consultant Team

- Alexandra Miller, AICP, Asakura Robinson
- Brianna Frey, AICP, Asakura Robinson
- Jessica Williams, Asakura Robinson
- Kadence Novak, Asakura Robinson

## Steering Committee

Thank you to the following volunteers who dedicated their time and local knowledge to help guide the Study, starting prior to the project kick off in January 2021, through August 2021.

- **Alex Pinckney**, *Jasper County Planning Commission*
- **Allison Coppage**, *Beaufort Memorial Hospital*
- **Ben Boswell**, *Beaufort County Human Services*
- **Dale Thompson**, *Compass Custom Homes*
- **Dan Wood**, *Town of Bluffton Town Council*
- **David Prichard**, *City of Beaufort*
- **Eric Greenway**, *Beaufort County*
- **Greg Alexander**, *Town of Yemassee*
- **Heather Colin**, *Town of Bluffton*
- **Janet Gresham**, *Beaufort Jasper County Realtors*
- **Jean Beck**, *Hilton Head Area Realtors*
- **Jennifer Ray**, *Town of Hilton Head Island*
- **Linda Bridges**, *Town of Port Royal*
- **Lisa Wagner**, *Jasper County*
- **Matthew Garnes**, *Town of Yemassee*
- **Missy Yost**, *Hardeeville Attainable Housing Task Force*
- **Nakisha Johnson**, *Beaufort Memorial Hospital*
- **Pamela Frese**, *Town of Port Royal*
- **Phillip Cromer**, *City of Beaufort*
- **Robert Merchant**, *Beaufort County*
- **Scott Grooms**, *Beaufort County*
- **Shawn Colin**, *Town of Hilton Head Island*
- **Tedd Moyd**, *Jasper County Neighbors United*
- **Wendy Zara**, *Town of Port Royal*



# EXECUTIVE SUMMARY

*Source: Post and Courier  
Location: Charleston*

## Purpose of this Report

This report provides recommended next steps emerging from Asakura Robinson's assessment of the regional need for a housing trust fund. The study's goal was to make recommendations for the process of forming, funding, and staffing a Regional Housing Trust Fund (RHTF). This study's key questions to answer were the following:

### Revenue Sources:

*What types of revenue sources can provide a sustainable, ongoing revenue source for the RHTF?*

### Uses of Funds:

*How should funds be used to support affordability? What are the broad priorities of the RHTF?*

### Fund Governance and Partnerships:

*How will regional governance of the fund work? How will it be staffed, and who will make up the board?*

### Project Criteria:

*What does the RHTF consider "affordable"? What types of projects are eligible for funding? How long should properties remain affordable?*

## Strategic Planning Process 2021

During the study's project timeline, Asakura Robinson interviewed 20 local stakeholders from the public, private, and non-profit sectors and eight peer housing trust funds from across the US. Asakura Robinson facilitated five Steering Committee meetings, held monthly, on the first Thursday of every month. The Steering Committee provided local knowledge and support, and reviewed all deliverables, including

### Memo #1:

- Existing Plan and Peer HTF Research;

### Memo #2:

- Existing Conditions Mapping and Data Analysis; and the draft Implementation Plan.

## Ongoing Efforts to Address Affordable Housing in the Region

Existing Plans were reviewed and local developers were interviewed to identify elements which are supportive or prohibitive for achieving the Housing Trust Fund's goals of affordable housing development. The following plans were reviewed:

- Beaufort Housing Needs Assessment: 2018
- Hardeeville Housing Task Force Report: 2019
- Housing Needs Assessment for Jasper County: 2008
- Jasper's Journey Comprehensive Master Plan: 2018
- Beaufort/Lowcountry Regional Consolidated Plan: 2016-2020
- South Carolina Qualified Action Plan: 2021
- Town of Hilton Head Island Workforce Housing Strategic Plan: 2019

## What is a Housing Trust Fund?

A Housing Trust Fund is a fund established to support the production and/or preservation of affordable housing. The Housing Trust Fund is generally supported by the public sector (local and/or state governments) to fill gaps in the housing supply provided by the market. They are also supported by philanthropy and the private sector.

Housing Trust Funds are enabled at the state-level. The “William C. Merscher Local Housing Trust Fund Enabling Act” became effective on May 5, 2007. Any Housing Trust Fund in the state of South Carolina may allocate funds towards the development or rehabilitation of affordable housing. Preference must be given to projects with an affordability requirement of at or below fifty percent of the median income for the local area, or the development/rehabilitation of special needs housing, or the development/rehabilitation of homeless housing.

## Key Priorities

During the study’s duration, the consultant team conducted research and engaged with key stakeholders and the project Steering Committee to establish key priorities for a Beaufort-Jasper County Regional Housing Trust Fund. These priorities are described in greater detail in the report chapter, “Five RHTF Priorities”:

### Priority #1:

Providing accessible, affordable housing to the region to support the workforce in the service economy, as well as others with high housing cost burdens.

### Priority #2:

Overcoming barriers to affordable development, such as financial gaps and land availability.

### Priority #3:

Ensuring a regional approach for affordable housing that addresses the needs of each jurisdiction, while meeting important strategic goals for housing location.

### Priority #4:

Understanding the tools and resources available to Housing Trust Funds through various state laws and regulations.

### Priority #5:

Identifying a stable and reliable dedicated revenue source.

## Action Plan Instructions and Timeline

This report provides the local jurisdictions and eventually, the newly formed RHTF 501c(3) staff members and board members, the necessary documents and next steps to fund and form the organization. The provided attachments are intentionally editable in order to accommodate any changes that occur in the funding process and organizational establishment.

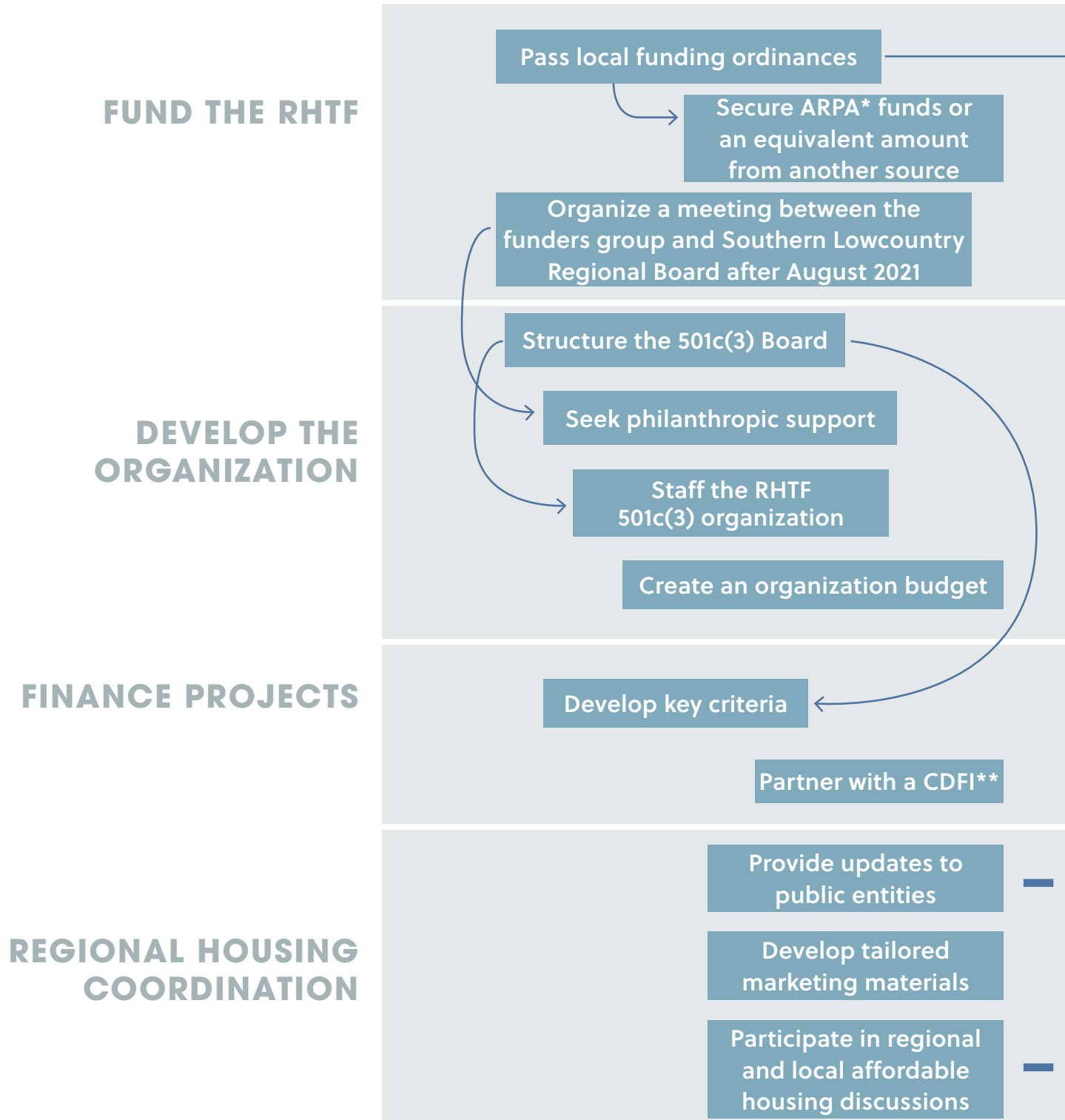
The following timeline-based graphic displays the order in which next steps should be implemented. Preceding next steps build on one another; the participating jurisdictions should work to accomplish Step 1 in Year 1 and the RHTF should focus on making incremental progress towards the longer-term implementation.

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# Action Plan Timeline

## YEAR 1

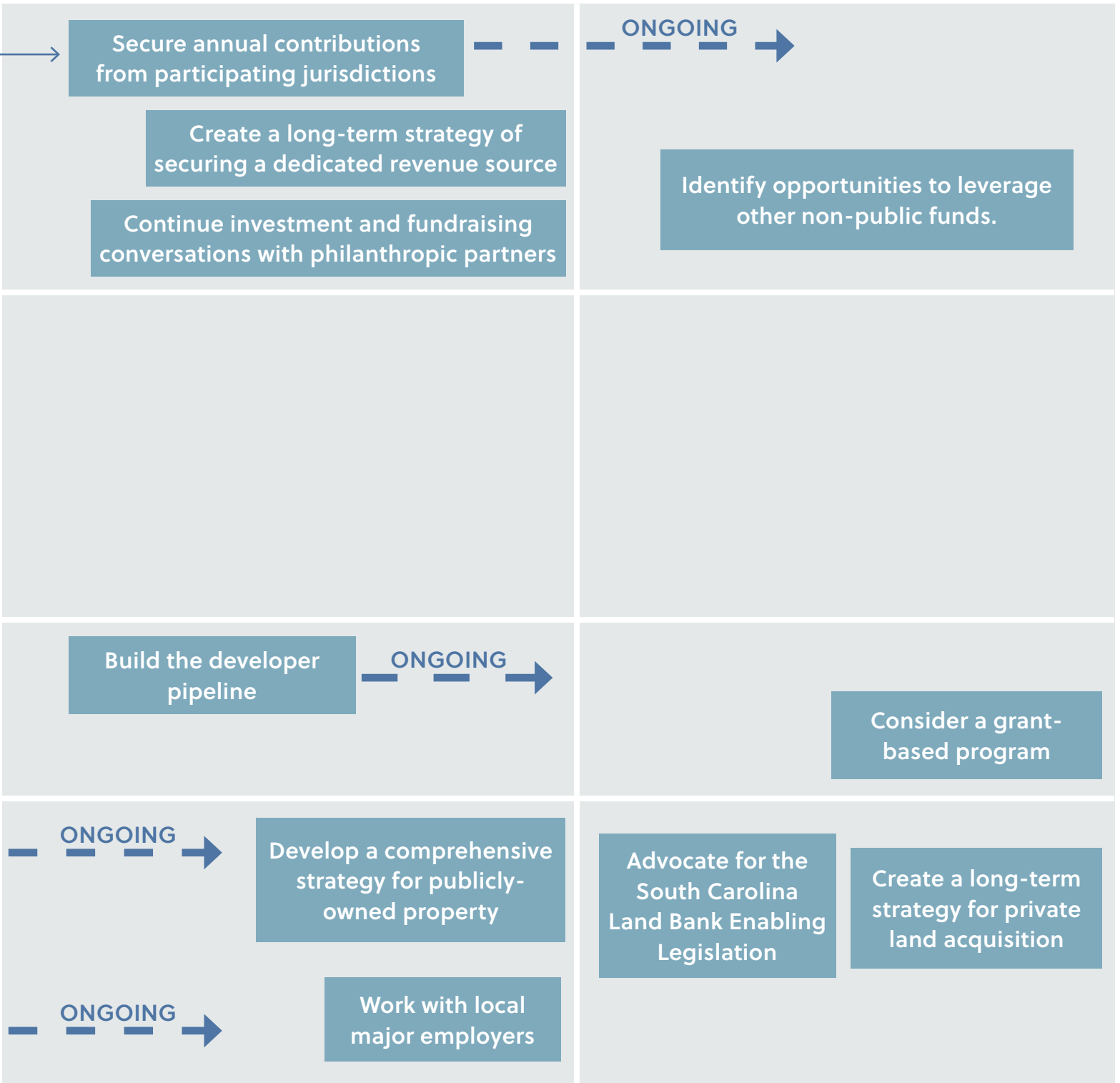


\* ARPA- The American Rescue Plan Act of 2021 (ARPA)

\*\* CDFI- Community Development Finance Institution

## YEAR 2

## YEAR 3





# FIVE RHTF PRIORITIES

*Source: Bluffton Today*

*Location: Bluffton*

During the study's duration, the consultant team gained an understanding of the region's affordable housing needs and development trends to better understand the role the RHTF will have in meeting these needs in the Beaufort-Jasper County region.

**1. The major need for affordable housing in the region is for households below 60% AMI or below \$49,000.**

Jasper County and Beaufort County have very different Area Median Income (AMI) levels, based on HUD calculations of median income in each county. The presence of many higher-income households in Beaufort County means that its median income is \$81,500, while Jasper County's is \$46,000.

In order to help reconcile this difference and establish a regional standard for the income levels that the RHTF should serve, the team examined occupational and wage data for all industries in the two-county area. This examination showed that income levels across Beaufort and Jasper Counties have increased between 2010 and 2019, the industries do not provide wages high enough to meet the affordability threshold to afford median gross rent in the region. The four industries that employ the majority of people in the Hilton Head Island-Bluffton-Beaufort region (Food Preparation and Serving Related Occupations; Sales and Related Occupations; Office and Administrative Support Occupations; and Transportation and Material Moving Occupations) make up about 49.39% of all jobs in the region. On average, people employed in these industries earn between \$23,810 and \$39,110

annually. However, in order to afford the median gross rent, households in Beaufort County will need to earn at least \$48,080 and households in Jasper County will need to earn at least \$37,160 (Table 1, "Hilton Head Island-Bluffton-Beaufort Annual Mean Wages for Top 4 Employment Occupational Groups). Based on these results, the team recommended to the Steering Committee that the RHTF focus its efforts on housing for households below 60% AMI in either county, or households earning below \$49,000 per year.

Both Beaufort and Jasper counties have seen a 22% increase in gross rent between 2010 and 2019. As the population in the Beaufort and Jasper County region continues to increase, local officials will need to increase housing supply and ensure that supply is provided at appropriate costs for all residents. Building and preserving affordable housing for households with income levels below \$49,000 will serve those in the service industries, across both counties. (See Table 1).

**2. There are development challenges related to infrastructure that affect the region's ability to provide increased housing supply overall, and especially affect provision of affordable housing. The RHTF can help close financing gaps related to infrastructure.**

The region's notable growth pressure is pushing the limit on developable land, considering proximity to existing utilities and roadways, which is driving up land values, home values, and rent values. Future growth will continue to be adjacent to amenities and employment centers, which are ideal locations to co-

**Table 1: Hilton Head Island-Bluffton-Beaufort (MSA) Annual Mean Wages for Top 4 Employment Occupational Groups (2019)**

	Total Employment	Annual Mean Wage
Food Preparation and Serving Related Occupations	12,810	\$23,810
Sales and Related Occupations	10,800	\$39,110
Office and Administrative Support Occupations	10,380	\$35,830
Transportation and Material Moving Occupations	4,830	\$32,370
<b>Beaufort County Household Income Needed to Afford Median Gross Rent</b>	\$48,080	
<b>Jasper County Household Income Needed to Afford Median Gross Rent</b>	\$37,160	

Source: U.S. Bureau of Labor Statistics, 2019, Occupational Employment and Wage Statistics (OEWS) Survey.

locate affordable housing. However, undeveloped land along the growth centers of Highway 462 and Highway 21 does not always have the infrastructure to support future development, and development opportunities are also constrained by wetlands and floodplains. Meanwhile, development inside highly-populated areas and near existing job centers can be difficult due to zoning constraints and the high cost of land.

The RHTF will not initially have sufficient resources to support full-scale land development on previously undeveloped sites; this type of financing is better suited to a tax-increment financing arrangement or other similar mechanism. However, awareness of site constraints can help the RHTF target investment toward development opportunities that make strong use of available land for infill development in proximity to jobs, or with

proximity to transportation infrastructure and water and sewer utilities that can allow for strategic growth in the region’s housing stock. It can also support with smaller-scale infrastructure challenges such as tap fees or connection fees for developments that are served by water and sewer systems.

**3. Taking a regional approach to the provision of affordable housing is a best practice, but jurisdictions will need to agree on an approach that allows for strategic investment.**

Participating jurisdictions will be providing local funds to the RHTF. These funds may finance projects within those jurisdictions or elsewhere in the region, based on whether the affordable housing project seeking financing meets the RHTF project criteria. This regional approach to affordable housing will help address the growing need for workforce housing, particularly for the region’s intertwined service economy.

Ultimately, all jurisdictions are likely to see an economic benefit from the RHTF regardless of whether or not development takes place within their boundaries, because supporting the service economy is critical for all localities. However, some jurisdictions may find it difficult to invest without an understanding that their views on development types and locations will be represented as the RHTF seeks projects to fund. In order to ensure that all jurisdictions will have their views represented about development locations, the RHTF board should include appointed representatives from all contributing jurisdictions.

#### **4. The RHTF has the ability to stimulate projects through accessible financing and/or provision of land.**

Once the RHTF is funded, its main function will be to help ensure that affordable housing development can move forward in the region. The key challenges will be to fill the gaps -- including financial gaps, and gaps based on limited access to land and property -- that these affordable developments face today. Page 25 discusses the opportunities for filling financial gaps through provision of loans and/or grants.

The Steering Committee expressed interest in the RHTF acquiring land for future housing development. South Carolina does not have land bank legislation that could grant the RHTF special powers in acquiring real estate, such as rehabilitating blighted and acquiring tax delinquent property. However, it is still possible to establish an organization that purchases land or accepts donated land and reuses it for affordable housing purposes. For

example, the Greenville Housing Fund has a land banking program, at the time of this report. In order to implement an effective land banking program, the RHTF would first need to establish acquisition priorities, and to understand how much of the investment in land acquisition could revolve versus acting as direct subsidy for each project. These questions are best worked out once an organization and board are established. Therefore, the Steering Committee agreed that the easiest path forward in this situation is for the RHTF to act as a "clearinghouse" to help dispose of donated public properties, with opportunities to establish a direct acquisition program in the future.

Local governments in South Carolina do have fewer restrictions than other states with regard to land and property disposition. They can dispose of land and/or property on any terms that their council deems appropriate. This means that donation of public property and/or sale of property for less than fair market value to a RHTF would be possible.

#### **5. The RHTF will need to identify a dedicated revenue source.**

A stable and reliable dedicated funding source, such as a percentage or amount of public funds that are automatically deposited in the housing trust fund each year, provides a housing trust fund with a flow of resources that can aggregate and increase over time. A few peer Housing Trust Funds interviewed do not have a dedicated revenue source, and the lack thereof has hampered year-to-year investment planning and made it difficult to focus on housing deals exclusively, or to finance larger multifamily rental deals.



# MISSION, VISION, AND OBJECTIVES

*Source: Hilton Head Island Packet*

*Location: Hilton Head Island*

## The Mission

The mission of the Beaufort-Jasper Regional Housing Trust Fund is to create and preserve affordable housing in the Beaufort and Jasper Counties.

## Vision

The vision of the Beaufort-Jasper Regional Housing Trust Fund is that regardless of their socio-economic status, individuals and families in Beaufort and Jasper Counties are able to remain in their homes or find high-quality, safe, well-maintained housing close to their place of employment.

## Objectives

- Create new housing units or rehabilitate or preserve existing housing units for households at or below 120% of Area Median Income, with a strong focus on households at or below 60% of Area Median Income;
- Provide workforce housing for the growing Beaufort-Jasper economy;
- Help households maintain financial stability and build wealth by reducing the amount of money they must spend on housing and transportation;
- Strengthen relationships, build trust, and engage partners and stakeholders, ensuring an organized and collaborative approach to regional housing challenges;
- Increase awareness of existing and new financial products that serve the Beaufort-Jasper community; and
- Leverage outside funding from banks, corporations, philanthropic institutions, and federal, state and local governments.





# NEXT STEPS

*Source: Hilton Head Island Packet  
Location: Hilton Head Island*

# Step 1: Fund the RHTF



Ensuring the RHTF has the resources to fund staff and fund substantial housing development projects will help grow the trust and success of the RHTF. There are a variety of opportunities for governments, nonprofits, and the private sector to contribute to the RHTF.

The following investment steps will create a meaningfully sized RHTF to make an impact in the community and create momentum with the number of deals funded. The RHTF needs enough resources to fund multiple deals in the first 5 years to convince partners and potential

fundors that the RHTF can address the local regional housing challenges. For example, if the RHTF can only start with \$200,000 the first year, that amount will only fund one deal in the first five years, which will not be enough to make a significant impact.

## Step 1.1.

### Pass local funding ordinances.

The “William C. Merscher Local Housing Trust Fund Enabling Act” gives local governments authority to jointly form a regional housing trust fund by ordinance. The ordinance must establish financing for the HTF.

## Step 1.2.

### Secure ARPA funds, or equivalent amounts, in Year 1.

The American Rescue Plan Act of 2021 (ARPA) will allocate over \$67 Million to the Beaufort-Jasper County region, and we are asking each participating jurisdiction to dedicate 3% of their individual ARPA allocations, or an equivalent amount from another source, to the RHTF in Year 1. This commitment would amount to an origination fund of \$2 Million dollars. \$2 Million is a minimum initial size for the fund that will enable regional impact; by comparison, the Greenville Housing Trust Fund started with about \$3 Million and that was for one city. The State and Local Fiscal Recovery Fund of the ARPA is the largest and most flexible source of ARPA funds to help governments mitigate economic harm from the COVID-19 pandemic.

Funds can be used to provide assistance to households and nonprofits and industries that were impacted negatively by COVID-19. (See Table 2).

Employment sectors in the Beaufort-Jasper County region with annual wages below 60% AMI were greatly impacted by COVID-19. The following table shows the total number of jobs before and after the pandemic that pay annual wages above and below 60% AMI, and over 6,000 jobs were lost during the pandemic. 13% of jobs with annual wages below 60% were lost, whereas only 5% of jobs were lost in the employment sectors with annual wages above 60% AMI. The RHTF will prioritize funding housing deals that target households that make less than 60% AMI.

## Step 1.3.

### Secure a total annual contribution of \$500,000 from participating jurisdictions, based on population share, in Year 2 and ongoing.

In order to continue growing the resources available to fund more deals, year over year, we believe the participating jurisdictions can meet a goal of raising about \$500,000 a year, based on population share of each jurisdiction.

**Table 2: Jobs Lost Between 2019 and 2020**

	Total Jobs Q3 2019	Total Jobs Q3 2020	# of Jobs Lost	% Jobs Lost: Q3 2019 - Q3 2020
Employment Sectors with Annual Wage below 60% AMI (2020)	35,825	31,194	4,631	12.93%
Employment Sectors with Annual Wage above 60% AMI (2020)	34,195	32,600	1,595	4.66%

Source: Bureau of Labor Statistics 2020

If the RHTF receives an additional \$500,000 a year through Year 10 of the Fund, the Fund will amount to over \$7 Million, which will not only be a landmark for South Carolina, but also for the Country. The Columbus, Ohio HTF started with \$2 Million, and 30 years later, they have grown the fund to over \$100 Million by contributing funds every year<sup>1</sup>.

The following Funding Matrix (Table 3) provides an example of how funds can be raised, by jurisdiction, and accumulate to over \$7 Million by Year 10.

<sup>1</sup> To give a sense of the annual impact that this fund is able to generate in Columbus and its surrounding county today, this HTF was able to invest \$33 million in 1,314 housing units during 2020 alone, according to their 2020 annual report.

**Each jurisdiction can determine how to fund the RHTF for their annual contributions. The power is in the flexibility. The following public sources of funds have been vetted as the likely sources for the RHTF annual contributions:**

- Short-term rental fees
- General Fund dollars
- Accommodation/ Hotel Tax
- Local Option Sales Tax (counties only)
- Deed Recording Fees

**Table 3: Funding Matrix**

• Initial Infusion of Stimulus Funds\*, plus \$500,000 Per Year (adjusted for inflation)

### Annual Contributions, plus inflation (3%)

Year Sum	Beaufort County	Hilton Head Island	Bluffton	Port Royal	City of Beaufort	Jasper County	Hardeeville	Yemassee
<b>Y1*</b> \$2,035,058	\$1,119,523	\$156,815	\$59,474	\$197,669	\$200,671	\$175,240	\$108,699	\$16,967

\*Year 1= 3% of American Rescue Plan funds

Year Sum	Beaufort County	Hilton Head Island	Bluffton	Port Royal	City of Beaufort	Jasper County	Hardeeville	Yemassee
<b>Y2</b> \$515,000	\$231,855	\$92,389	\$59,236	\$30,676	\$31,432	\$50,201	\$16,869	\$2,633
<b>Y3</b> \$530,750	\$238,811	\$95,161	\$61,013	\$31,596	\$32,375	\$51,707	\$17,375	\$2,712
<b>Y4</b> \$546,672	\$245,975	\$98,015	\$62,843	\$32,544	\$33,346	\$53,258	\$17,896	\$2,793
<b>Y5</b> \$563,072	\$253,354	\$100,956	\$64,729	\$33,520	\$34,347	\$54,856	\$18,433	\$2,877
<b>Y6</b> \$579,965	\$260,955	\$103,985	\$66,671	\$34,526	\$35,377	\$56,502	\$18,986	\$2,963
<b>Y7</b> \$597,363	\$268,783	\$107,104	\$68,671	\$35,562	\$36,438	\$58,197	\$19,556	\$3,052
<b>Y8</b> \$615,284	\$276,847	\$110,317	\$70,731	\$36,629	\$37,531	\$59,943	\$20,142	\$3,144
<b>Y9</b> \$633,743	\$285,152	\$113,627	\$72,853	\$37,728	\$38,657	\$61,741	\$20,747	\$3,238
<b>Y10</b> \$652,755	\$293,707	\$117,036	\$75,038	\$38,859	\$39,817	\$63,593	\$21,369	\$3,335
<b>Sum</b> \$7,269,663	\$3,474,963	\$1,095,405	\$661,259	\$509,310	\$519,992	\$685,237	\$280,073	\$43,715

\*\*Y2-Y10= funding based on population share

## Step 1.4.

### **Create a long-term strategy of securing a dedicated revenue source from participating jurisdictions.**

A stable and reliable dedicated funding source, such as a percentage or amount of public funds that are automatically deposited in the housing trust fund each year, will provide the RHTF with a flow of resources that can aggregate and increase over time. The lack of a dedicated revenue stream will hamper year-to-year investment planning and will make it difficult to focus on housing deals exclusively, or to finance larger multifamily rental deals.

## Step 1.5.

### **Continue investment and fundraising conversations with Philanthropic Partners.**

Foundation and private contributions to the RHTF can be a good way to grow the fund over time. For example, the Midlands HTF was started by county dollars and a grant from United Way. The Greenville Housing Fund was originally funded by \$2 Million from the city's General Fund and \$1 Million of philanthropy dollars to help with administrative costs. The Coastal Community Foundation recently invested funds in a place-based investment fund in the region, with a local CDFI. The size of these funds can vary widely and also require staff time to dedicate toward fundraising efforts.

During the study's project timeline, Asakura Robinson held two meetings with local foundations, including the Coastal Community Foundation, the Community Foundation of the Lowcountry, and United Way of the Lowcountry. Continued conversations will need to be had

after the initiation of the RHTF, and after staff is hired. The next immediate step is to organize a meeting between the funders group (or the funding jurisdictions) and Southern Lowcountry Regional Board after August 2021.

## Step 1.6.

### **Identify opportunities to leverage other non-public funds, as well as other public sector resources.**

Once the RHTF is established with ongoing loan repayment funds and has knowledgeable leaderships with housing finance experience, other sources of funds can be explored that are available to the HTF.

#### **• Banks**

Banks are eligible for CRA (Community Reinvestment Act) credit when they make investments in low- and moderate-income communities. While bank dollars can vastly increase the pool of funds available to an HTF, bank dollars can often come with more restrictive underwriting standards than pure public dollars, and banks often prefer to work with an established fund with a long track record of financing successful deals.

#### **• Corporate Dollars**

Corporations can receive an income tax, bank tax, or insurance premium tax credit through the South Carolina Community Development Credit by making investments into community development corporations or financial institutions like CDFIs.

#### **• Other public resources**

The HTF can accept other donations, such as land donations, and fee waivers. These should not be in lieu of the dollar commitments.

# Step 2: Develop the Organization

The Beaufort-Jasper Regional Housing Trust Fund will be structured as a local 501c(3) nonprofit with its own local staff and board. The Merchant Enabling Legislation allows South Carolina Housing Trust Funds to be administered by new or existing nonprofits, by ordinance. The capital raised in Year 1 will fund the formation process, including engaging with an existing nonprofit or the formation process of a new nonprofit, and the hiring of staff with housing finance experience. We recommend beginning the formation process as soon as possible.

## Step 2.1.

### **Determine the 501c(3) Board Structure.**

The new or existing nonprofit RHTF oversight body will be appointed by elected officials of the participating jurisdictions. These representatives must be non-public sector individuals with experience in real estate finance, affordable housing, human service provision, and/or economic development. The board's role will be to set investment priorities annually, review project applications, and pass funding recommendations onto the financing partner of the RHTF.

First, the participating jurisdictions will need to come to an agreement between the following two options regarding the 501c(3) Board Structure:

- **Option A:**

Each participating jurisdiction appoints one board member per jurisdiction.

- **Option B:**

Allocate board participation proportionally based on the total contributions up to a maximum total of 15 board members.

After board members are appointed, the board's first tasks will be to create board bylaws and procedures, including term lengths, voting practices, and fund application procedures. One important bylaw that will need to be integrated is the maximum number of board seats allowed, in addition to the number of board seats per participating jurisdiction, as determined by the participating jurisdiction's elected officials.

The board's additional tasks in Year 1 will be to hire the RHTF staff (Step 2.3).

## Step 2.2.

### **Incorporate the 501c(3) organization.**

If the RHTF decides to create a new nonprofit to administer the HTF, in order to gain tax exempt status, the organization will need to start as a South Carolina nonprofit corporation, then apply for tax-exempt status from the IRS and the state of South Carolina.

The newly formed board must hold an initial meeting, file the Articles of Incorporation, and obtain required licenses, forms, and applications. This will include the Bylaws from Step 2.1.

# HOUSING TRUST FUND EXECUTIVE DIRECTOR

Job Title: Executive Director | Salary: \$90,000

## Job Description

In the last decade, government agencies in the region have conducted housing need assessments and developed plans to meet identified housing needs in the region. In 2021, a study recommended next steps for the process of forming, funding, and staffing a Regional Housing Trust Fund (RHTF) to close the gap for more individuals and families between their income levels and available housing costs. The vision of the Beaufort-Jasper Regional Housing Trust Fund is that regardless of their socio-economic status, individuals and families in Beaufort and Jasper Counties are able to remain in their homes or find high-quality, safe, well-maintained housing close to their place of employment. The newly formed RHTF 501c(3) is now seeking an Executive Director to bring key stakeholders together, prioritize recommended strategies from the 2021 report to pursue, and develop new strategies and partnerships to create and preserve affordable housing in the Beaufort and Jasper County region.

## The Executive Director will:

- Manage the funding revenue for the RHTF and its related programs
- Work with local partners and stakeholders to keep a pulse on changing housing needs in the region
- Work with the RHTF board and staff to deliver clearly defined programs for housing partners
- Work with the RHTF board and staff to develop transparent, fair, and equitable processes for residential applicants
- Research and explore funding public revenue funding sources and build relationships with private sector partners and philanthropists
- Research and explore housing affordability strategies, programs, and policies of peer organizations at the city and county levels across the nation

## Minimum Requirements:

- Bachelor's degree
- At least five years of professional leadership experience in real estate finance and/or affordable housing development
- Knowledge of federal, state, and local programs in addition to knowledge of the regulatory environment

## Desired Knowledge and Skills

- Bachelor's degree (master's degree preferred)
- Executive-level leadership experience in the housing, community development, and/or economic development sectors
- Successful experience managing HUD-funded programs including CDBG and HOME programs
- Ability to build close collaborative and working relationships with City and County Departments
- Ability to develop staffing and financial plans for the RHTF that enable the Housing Trust Fund to meet the strategic economic and community development goals of the region
- Ability to oversee the production and accuracy of project and program reporting and financial documents as ultimate oversight for RHTF financial performance
- Ability to perform essential functions of RHTF management including: organize, assign, and coordinate work of self and others; maintain confidentiality of files and office communication; use technology including Microsoft Office Suite and other programs as required by the position
- Ability to thrive in a multi-tasking oriented environment and meet deadlines with high-quality work products

# HOUSING TRUST FUND PROGRAM MANAGER

Job Title: Director of Housing Services Salary: \$60,000

## Job Description

The vision of the Beaufort-Jasper Regional Housing Trust Fund is that regardless of their socio-economic status, individuals and families in Beaufort and Jasper Counties are able to remain in their homes or find high-quality, safe, well-maintained housing close to their place of employment. Under the Executive Director of the newly formed RHTF 501c(3), the Director of Housing Services will be in charge of the day-to-day operations to create and preserve affordable housing in the Beaufort and Jasper County region.

### The Director of Housing Services will:

- Manage and assess applications to the RHTF and determine eligibility for and level of funding for proposed projects and programs
- Disburse funds with RHTF approval and track adherence to project schedule, project goals, and troubleshoot any barriers to implementation
- Maintain and regularly update a database of affordable housing units in the region
- Work with the RHTF board and staff to determine affordability rates for different housing types as well as the number of units needed to meet established targets
- Develop program evaluation criteria and annual reports to analyze program success and compliance
- Research and explore housing affordability strategies, programs, and policies of peer organizations at the city and county levels across the nation

### Desired Knowledge and Skills

- Bachelor's degree
- At least five years of professional leadership experience in real estate finance and/or affordable housing development
- Knowledge of federal, state, and local programs in addition to knowledge of the regulatory environment

### Minimum Requirements:

- Bachelor's degree (master's degree preferred)
- Experience in the housing, community development, and/or economic development sectors
- A detailed understanding of HUD-funded programs including CDBG and HOME programs
- Ability to oversee the production and accuracy of project and program reporting and financial documents
- Ability to thrive in a multi-tasking oriented environment and meet deadlines with high-quality work products



## Step 2.3.

### **Staff the RHTF 501c(3) organization.**

The RHTF will require 1-2 staff members in Years 1-3 to manage the Fund's day-to-day operations. Over time, as new programs and additional duties are desired, more staff may be required. The RHTF 501c(3) must be administered by a third-party entity since it will be funded by multiple jurisdictions. The following two key roles are of greatest importance to implement the RHTF in Years 1-3, and will fulfill the Work Plan described below in Step 4:

- Executive Director
- Program Manager

*The previous two pages are job description examples of these roles.*

## Step 2.3.

### **Create an organization budget.**

The anticipated annual costs of a newly formed RHTF nonprofit are provided in the following budget table. This budgeting exercise was conducted to estimate potential operating costs, staff salaries, and whether or not the Fund's raised revenue can cover such an organization. These estimates will vary if the RHTF is absorbed by an existing nonprofit that can share annual operating costs and administrative overhead. The provided estimates can also be used to leverage philanthropic resources and fundraising efforts, especially if the RHTF can fundraise to cover start-up costs and administrative costs in Year 1. (See Table 4)

## Step 2.4.

### **Seek Philanthropic Support.**

Some foundations provide administrative grants to help fund the start up costs of worthy causes. This can include initial staff funding, fund the administrative costs to pass local ordinances and nonprofit corporation application costs. These foundations will want to walk through the idea with the RHTF, and cannot guarantee funding at this time. Identify a group to work with Coastal Community Foundation and other potential funders for implementation.

**Table 4: Anticipated RHTF Organizational Costs, Years 1 - 3**

	YEAR 1		YEAR 2		YEAR 3		NOTES
<b>Operating costs</b>							
South Carolina charitable registration	\$50						\$50 (or \$0 if filing exemption)
Small Office space (lease, utilities, and amenities)	\$20,000		\$20,000		\$20,000		(annual)
Travel & Insurance	\$5,000		\$5,000		\$5,000		(annual)
Professional Services (Prep of Org. Documents, Filings, Audits, Legal Services, Consulting)	\$20,000		\$20,000		\$20,000		For audits
<b>Staffing Costs</b>	<b>Base Salary</b>	<b>Base + Fringe</b>	<b>Base Salary</b>	<b>Base + Fringe + COLA</b>	<b>Base Salary</b>	<b>Base + Fringe + COLA</b>	
Executive Director	\$90,000	\$126,000	\$90,000	\$129,780	\$90,000	\$133,673	
Program Manager	\$60,000	\$84,000	\$60,000	\$86,520	\$60,000	\$89,116	
<b>Total</b>	<b>\$255,675</b>		<b>\$261,300</b>		<b>\$267,789</b>		
<b>Anticipated Year 1 budget of \$255,000</b>							

Notes:

\*Fringe (40%) benefits consider the total cost of labor for employers. The rate above reflects a comprehensive benefits package that includes health/dental/vision insurance, vacation days, sick days, employer matching of 401-k contributions, etc.

\*Cost-of-living adjustment (COLA) (3%) are raises in pay that cover the cost of inflation, which influences cost of living expenses such as rent, food, gas and clothing.

Sources:

- <https://www.harborcompliance.com/information/how-to-start-a-non-profit-organization-in-south-carolina>
- <https://www.peoplekeep.com/resources/small-business-health-insurance-in-south-carolina>
- <https://www.generalliabilityshop.com/state-gl-info/south-carolina-general-liability-insurance/>
- <https://lowcountryinsurance.com/commercial.html>
- <https://www.councilofnonprofits.org/nonprofit-audit-guide/state-law-audit-requirements>
- <https://www.nolo.com/legal-encyclopedia/reporting-nonprofit-operating-expenses.html>
- <https://www.southcarolinablues.com/web/public/brands/sc/agents/individuals-and-small-groups/products-and-services/small-group-plans/>
- <https://www.investopedia.com/ask/answers/011915/what-are-some-examples-common-fringe-benefits.asp>
- <https://smallbusiness.chron.com/cola-terms-payroll-34151.html>

# Step 3: Work Plan Part 1: Financing Projects.

The gap the RHTF aims to fill is to provide flexible, low-interest financing for rental or for-sale affordable housing projects that meet the RHTF Objectives. HTFs can manage financing themselves, or they can partner with a CDFI to manage the loan portfolio. There are many steps the RHTF must take to start financing local projects, but its goal is to close the Affordable Rental Housing Demand gap of 3,075 units in Beaufort-Jasper Counties. (See Table 5).

## Step 3.1.

### Partner with a CDFI.

A CDFI is a financial institution that is federally certified, with a mission of community development, to provide financial services to marginalized communities and neighborhoods. Existing CDFIs can provide technical assistance and underwrite the fund's loans. They also have access to Federal funds and existing pools of money that can enable larger investments faster.

The RHTF will partner with a CDFI to manage the HTF underwriting. An RFQ will be shared with CDFIs that are based in South Carolina, and have experience in funding affordable housing development. The RHTF will need to approve the RFP before it is released, and will need to approve the final contract.

*The pages following Step 3 demonstrate an RFQ for Community Development Finance Institution (CDFI) services.*

## Step 3.2.

### Develop key criteria.

Once the RHTF board is established, they will need to agree upon and finalize the project criteria eligible for funding. They also will need to determine a scoring matrix to rank projects against another, especially as the fund is growing in the first five years. Based on our research, the following criteria are examples of priorities that would help to leverage RHTF investment while addressing the affordable housing gap in the Beaufort-Jasper County region:

#### 1. Affordability Priorities: Project meets one or more of the below affordability goals.

- Mixed income including some units targeted at households 60% AMI and below;
- Primarily provides units for 60% AMI or \$49,000, whichever higher;
- Provides units at 50% AMI or below, or provides Homeless or other Special Needs Housing; which are priorities established for Housing Trust Funds by State law in South Carolina;

#### 2. Leverage of RHTF Investment: Project meets one or more of the below goals.

- Leverages State or Federal dollars, including Low Income Housing Tax Credit (LIHTC)
- Leverages financing or land provided by a contributing jurisdiction to the RHTF;
- Leverage financing or land provided

by a local jurisdiction in Beaufort or Jasper Counties that does not contribute to the RHTF;

- Leverages philanthropic or corporate investment.

**3. Inclusive Investment: Project meets one or more of the below goals for inclusive, targeted investment that meets community needs.**

- Project provides workforce housing within proximity to a job center;
- Project provides housing that helps meet needs for growing communities in rural areas;

- Project is located in a “high-opportunity area”

**4. Eligible activities can be used for predevelopment, acquisition, infrastructure, rehabilitation, construction, or permanent financing.**

**5. Eligible borrowers can be non-profit organizations, for-profit businesses, government entities developing eligible properties, and LLCs.**

**Table 5: 2013 - 2017 Severely Cost Burdened Households**

	Jasper County	Beaufort County
Severely cost burdened below 80%	1,315	9,045
<b>Total Combined</b>	<b>10,360</b>	

Severely cost burdened is a household that spends more than 50% of their monthly income on housing. The households (owners and renters) represented here are low-to-moderate income residents, making less than 80% AMI.

**Source:**

CHAS 2013-2017

## Step 3.3.

### **Build the developer pipeline.**

The RHTF staff will be responsible for building prospective developer relationships. This may include providing educational materials of the RHTF, their term sheets, their mission, goals, and objectives, and eligible criteria. Staff may solicit financing options to national affordable housing developers that are not yet in the Lowcountry market yet. The RHTF staff can act as a liaison to introduce developers to county and municipal departmental contacts and local partners.

- Will the RHTF open the call for grant applications to the public? How will applicants be scored?
- Will the program have a finite fund, or will it become a continuously funded program?

## Step 3.4.

### **Consider a grant-based program when the fund is substantial in size.**

The RHTF may choose to provide grants to certain qualifying applicants, but special consideration will be needed. Not many national HTFs provide grants, due to the need to maintain a funding source from recycling loan payments into new HTF loans. Key questions to ask before starting a grant program include:

- Are the Fund's loan repayments enough to continue another year of financing?
- Has a dedicated funding source been identified?
- Are there enough completed housing development projects funded through the RHTF to showcase the fund's success and return on investment?
- What key criteria does the RHTF board support for a grant-based program, and how is it different from the loan financing criteria?

# **SAMPLE REQUEST FOR QUALIFICATIONS (RFQ)**

## **for Community Development Finance Institution (CDFI) services**

### **Overview**

The Beaufort-Jasper Regional Housing Trust Fund (BJRHTF), a 501(c)(3), was established in 2022 to create and preserve affordable housing in the Beaufort-Jasper county region. The BJHTF's initial \$2 Million infusion of funds in 2022 was contributed by a coalition of local and county jurisdictions after a Strategic Planning process in 2021. The goal of BJRHTF is to address the growing need for workforce housing, particularly for the employment base of the service economy. The BJRHTF's vision for the region's population is that regardless of their socio-economic status, individuals and families in Beaufort and Jasper Counties should be able to remain in their homes or find high-quality, safe, well-maintained housing close to their place of employment.

### **The BJRHTF is focused on the following objectives:**

- Create new housing units or rehabilitate or preserve existing housing units for households at or below 120% of Area Median Income, with a strong focus on households at or below 60% of Area Median Income;
- Provide workforce housing for the growing Beaufort-Jasper economy;
- Help households maintain financial stability and build wealth by reducing the amount of money they must spend on housing and transportation;
- Strengthen relationships, build trust, and engage partners and stakeholders, ensuring an organized and collaborative approach to regional housing challenges;
- Increase awareness of existing and new financial products that serve the Beaufort-Jasper community;
- Leverage outside funding from banks, corporations, philanthropic institutions, and federal, state and local governments.

### **Participating jurisdictions include:**

- Beaufort County
- Jasper County
- City of Beaufort
- Town of Bluffton
- City of Hardeeville
- Town of Hilton Head Island
- Town of Port Royal
- Town of Yemassee

## Objective and Eligible Applicants

A Community Development finance Institution (CDFI) is a federally certified financing institution that provides financial services to expand economic opportunity and improve quality of life for marginalized communities and neighborhoods. BJRHTF is seeking a qualified CDFI to provide loan underwriting and technical assistance services. Eligible applicants must be a CDFI in good standing and headquartered in the State of South Carolina. In addition, eligible applicants must be able to demonstrate:

- A minimum of five years of experience working in the affordable housing sector, including experience with financing the creation of new housing and/or the preservation or rehabilitation of existing housing.
- Have an existing loan program which has been operational for at least [YEARS].
- Experience with increasing access to financing for acquisition, construction (rehabilitation) financing and/or permanent financing for vacant or blighted properties.
- Must be able to provide a quarterly report, or when requested by BJRHTF.
- Compliance with all federal and state regulations governing CDFIs during the contract period.

## Submission Requirements

CDFIs interested in participating must submit the below information for review by BJRHTF.

### • Letter of Interest

- The cover letter must summarize the scope of work to be undertaken by the applicant's organization. The cover letter must identify the primary contact person in the organization for this RFQ. Please include phone number, website and e-mail address. The letter must be signed by an authorized principal of the firm who can enter into a contract with BJRHTF on behalf of their respective organization.

### • Organization's information

- Provide a narrative of the organization's mission and what percentage of work is in housing and community development and years of experience
- Provide information on your organization's current acquisition, construction, and permanent multifamily lending programs, term sheets, and history of those programs' performance.
- Please describe your previous experience administering Housing Trust Funds, if any. Based on your experience, please tell us the types of investments you would be prepared to underwrite, and the degree to which you would be able to leverage RHTF investment with investment from other fund portfolios available to your CDFI.

- Provide the most recently audited financial statement, income statement, and balance sheet
- Describe your organization's project experience and staff presence in South Carolina
- Provide the organization's current financing reporting and capacity

- **References (2)**

### **Directions For Submission**

Responses to this RFQ must be submitted [ELECTRONICALLY] or [BY MAIL] by [TIME] on [DATE], to [BJRHTF ED] at [EMAIL/PHONE #] or [ADDRESS]. All inquiries should be directed to [BJRHTF ED]

### **Appendix**

BJRHTF org chart and Board members

### **RFQ References:**

- [Housing Trust Fund Corporation Request For Proposals Nys Haf Program](#)
- [Connecticut Housing Finance Authority Request for Qualifications Small Multifamily Lending Program](#)
- [National Association for Latino Community Asset Builders Request for Qualifications \("RFQ"\) for Community and Economic Development Related Technical Assistance Services](#)
- [Cuyahoga Land Reutilization Corporation RFQ](#)



# Step 4: Work Plan Part 2: Regional Housing Coordination.

We believe that the RHTF will best utilize its expertise in regional affordable housing needs and development by becoming a steward on behalf of all participating jurisdictions. Over time, this may include assisting in structuring, funding, implementation, management, and monitoring of community development programs across the region. These will go beyond the day-to-day operation of overseeing the deal making and financing of projects through the contracted CDFI.

## **Step 4.1.**

### **Develop tailored materials for public officials, philanthropic partners, and local/national developers about the goals and opportunities of the RHTF.**

The RHTF will need to communicate the value of the fund and in the future, communicate the success and ROI of the fund. Marketing materials will need to be catered to each individual audience based on their level of knowledge of the various roles of the RHTF, and who the RHTF can impact.

In the beginning, material will need to be educational and be people-focused. The attached informational flyer showcases how to tie affordable housing to households that can benefit from public, private, and nonprofit investment in the fund.

*The next two pages are an example of marketing material.*

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# BEAUFORT - JASPER REGIONAL HOUSING TRUST FUND

## HOUSING NEEDS

There is a regional need for more housing affordable in the Beaufort and Jasper County region. Housing is considered affordable if the costs of rent or mortgage payments plus all utilities do not exceed 30% of one's annual income. Households paying more than 30% of their income towards housing are considered cost-burdened and have reduced ability to meet their other financial demands. Households at any income level can be cost-burdened, but there is particular strain for individuals and households whose wages are not high enough to cover the cost of median rent in a region. An important metric for determining affordable housing costs specific to a geographic region is to compare the region's household income levels to the number of units available at various rent levels. In the Beaufort-Jasper region, the largest gap of units was for households making below 60% AMI, or households making less than \$49,000. \$1,225 is the highest monthly cost these households should pay for housing to be affordable for them. A 2021 Housing Trust Fund Proposal and Implementation Plan documents key recommendations for the process of forming, funding, and staffing a Regional Housing Trust Fund (RHTF) to increase the supply of housing that is affordable to cost-burdened households.

## HOW IS A HOUSING TRUST FUNDED?

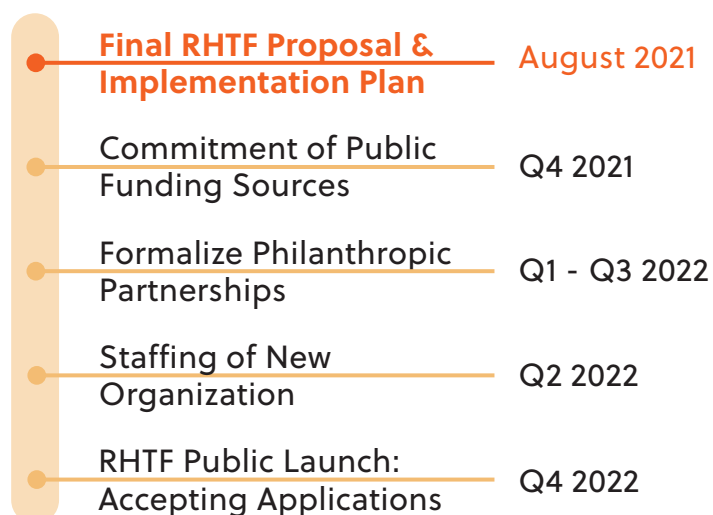
A local government that creates a HTF may finance the HTF with money available to the local government through its budgeting authority. This can include fees, sales tax, general fund dollars, or bond dollars. A HTF may also be supported in part by contributions from philanthropy and the private sector.

## WHAT IS A HOUSING TRUST FUND?

Put simply, a Housing Trust Fund (HTF) is a fund owned by a public agency at the city, county, state, or even national level, that collects funds to put towards housing. These funds are sourced from a city, county, or state's general budget, through government bonds, or through a dedicated revenue stream. Some ways these funds may be used to make housing affordable are:

- Build new housing to increase the supply of available units
- Rehabilitate or preserve affordable housing
- Acquire housing with expiring subsidies to keep existing units at their current affordable rental rates

## FUNDING TIMELINE



SUPPORT THE REGIONAL  
HOUSING TRUST FUND



# Who Affordable Housing Impacts

Marion Ellis is a single mom who works full time as a registered nurse at Beaufort Memorial Hospital earning \$50,000 per year. Her two school-aged kids are 12 and 16 years old and are active in afterschool activities. Due to Marion's student loans, single income, and lack of child support, Marion has had difficulty getting approved for a mortgage loan. As a renter, she has had difficulty finding an affordable three bedroom single family house within walking or biking to her childrens' campuses as both her kids have morning and evening sports practice that often conflicts with her overnight shifts.



Carmen and Trey Collins are a young married couple in their mid-twenties with two children. Carmen teaches first grade while Trey teaches fourth grade at Ridgeland Elementary School. Both of their children are under the age of five years old and are enrolled in daycare full time during the school year, which costs \$1,300 per month. Their student loan payments also total \$1,300 per month. As newer teachers, Carmen and Trey's combined household income is \$51,000. With long teaching days, they would prefer to live closer to work but cannot afford any housing within a 30-minute drive of their employer.

Alexis Johnson is a young college student living with two other roommates in a two-bedroom rental. He is attending Technical Lowlands College (TLC) for his first two years before he transfers to USC-Beaufort to finish his four-year degree. Alexis' split for rent is \$450, which is almost half of his average monthly income as a server working 40 hours at a restaurant in historic downtown Beaufort. Alexis does not have a personal vehicle, so his job and housing prospects are limited to a five-mile radius of his school, which is the distance he is able to comfortably ride his bike. Annual tuition at USC-Beaufort is almost 3.5 times more expensive than his annual tuition at TLC, so he works a second job during the summer months to save towards university.



Robert is a Program Manager nearing retirement age and lives with his three teenaged children and aging mother. He is the sole income earner for the household with an annual salary of \$58,000. While his three children each have after school jobs, they save their earnings to put towards their college savings or tuition. Finding a four-bedroom house that is accessible for his mother, who is in a motorized wheelchair, within their monthly rent budget (\$1,450) is difficult and Robert and his family are willing to drive further to find more affordable housing.

## Step 4.2.

### **Ensure the RHTF Executive Director provides updates to participating jurisdictions' elected officials and updates to affordable housing boards, commissions, and task forces.**

The William C. Mescher Local Housing Trust Fund Enabling Act requires the RHTF, at minimum, provide an annual report to the local governments that created the fund. Providing updates will build trust among those with the power to provide more or less funds the following year. Each jurisdiction has their own various boards, commissions, and task forces who are also addressing affordable housing through various policies, tools, and programs, and remaining involved in their efforts will prove beneficial for the region.

## Step 4.3.

### **Participate in regional and local affordable housing discussions, including public meetings and zoning changes.**

As a steward of all participating jurisdictions, it will be vital for the RHTF to stay aware of ongoing housing issues and efforts at the regional and local level. The RHTF's knowledge and awareness can provide insight and research leadership across the region, on all matters relating to housing and community development, including affordable housing development, promoting and preserving homeownership, rent stabilization, housing repair and rehabilitation, city- and town-level housing strategies, housing market changes, and housing assistance.

This insight will help the RHTF staff and board members determine how to prioritize and leverage funds appropriately to make the greatest impact.

## Step 4.4.

### **Develop a comprehensive strategy for publicly-owned property.**

The RHTF can assume responsibility as a clearinghouse for publicly-owned property, in order to leverage development of affordable housing. The participating jurisdictions currently own properties that include buildings that are vacant, underutilized, or no longer useful for their original purpose. Local governments in South Carolina have fewer restrictions than other states with regard to land and property disposition. They can dispose of land and/or property on any terms that their council deems appropriate. This means that donation of public property and/or sale of property for less than fair market value to a RHTF would be possible.

The RHTF should craft a comprehensive strategy for the acquisition and disposition of properties. Identifying priority locations for residential development, factoring in community assets and services, proximity to jobs, and existing infrastructure, will make affordable housing development successful. If a site is deemed as inappropriate for residential use, the revenue accrued from the fair market value sale of land can be funneled back through the RHTF, which can later be turned into financing to support affordable housing elsewhere. The staff and board should revisit this strategy each year.

## Step 4.5.

### **Advocate for the South Carolina Land Bank Enabling Legislation.**

South Carolina does not grant land banks special powers in acquiring real estate. The South Carolina Community Land Bank Act for nonprofits has been held in committee since 2013. This Act would enable officially-created land banks in South Carolina to have special powers related to rehabilitating blighted and tax delinquent property.

If this legislation is passed, the RHTF could acquire tax delinquent properties at public foreclosure auctions for less than market value and leverage them in the deal making process. The properties could be donated or sold to developers for less than market value, or if not suitable for residential use, the revenue accrued from the fair market value sale of land can be used strategically at the RHTF.

## Step 4.6.

### **Create a long-term strategy for private land acquisition.**

Acquisition of private land at market value is a high cost and can drain the RHTF resources, even with one property purchase. Acquiring a site may become a crucial need to preserve a potential affordable residential site for future development, especially if it meets the RHTF goals of developing affordable housing in proximity to employment centers and accessible infrastructure. Factors that should be considered in advance include:

- Size of the fund

- Location, zoning, and infrastructure access of the site
- Projected RHTF revenue
- Existing loan portfolio

## Step 4.7.

### **Work with local major employers.**

Local employers may already be well aware of how their employees', or potential employees', lack of affordable housing options impact their long-term well being. Many may already be exploring how they can advocate for, partner in, or invest in housing development. Some institutions, such as health care systems and school districts, will have large real estate portfolios that may be able to be leveraged through the RHTF process. Becoming familiar with best practices and starting these conversations now will set the RHTF up for future programs and investment opportunities, with the right partnerships.

# APPENDIX

## National Housing Trust Fund Peers

Thank you to the following Housing Trust Fund staff members for making themselves available for interviews. Asakura Robinson identified the peer Housing Trust Funds based on the following criteria set by the Steering Committee:

- Length of history and operations
- Project Criteria
- Tourism-driven economy
- Regional, with urban/rural geographies
- Regional, with all rural geographies
- Subsidizing water and/or design regulations
- Acquisition of land or land banking processes

### Peer Housing Trust Funds:

- Housing Initiative Fund (Montgomery County, MD)
- Louisville Affordable Housing Trust Fund + Louisville CARES (Louisville-Jefferson County Metro Government, KY)
- Neighborhood Housing Improvement Fund (New Orleans, LA)
- Midlands Housing Trust Fund (Columbia, SC)
- The Affordable Housing Trust for Columbus and Franklin County (Columbus and Franklin County, OH)
- Rural Workforce Housing Fund (State of Nebraska)
- Community Works Carolina (operator of Greenville Housing Fund, Spartanburg Housing Fund)
- South Carolina Community Loan Fund (Charleston, SC)

## Local Interviews

Thank you to the local developers, philanthropy foundations, and local stakeholders who made themselves available for interviews. Asakura Robinson identified the following interviewees based on the recommendation by the Steering Committee:

- Beaufort Jasper Water and Sewer Authority
- Beaufort Housing Authority
- Bennett & Reindl, LLC
- Coastal Community Foundation
- Community Foundation of the Lowcountry
- Community Works
- Forino Construction Company
- Hilton Head Regional Habitat for Humanity
- Hilton Head Area Home Builders Association
- Homes of Hope
- Jasper County Neighbors United
- Lowcountry Habitat for Humanity
- Lowcountry Council of Government
- NHE Inc Property Management
- South Carolina Community Loan Fund
- Representative William Herbkersman
- The Town of Bluffton's Wharf Street Redevelopment Project
- United Way of the Lowcountry





EXHIBIT B

STATE OF SOUTH CAROLINA	)	
	)	INTERGOVERNMENTAL AGREEMENT
COUNTY OF JASPER	)	REGARDING AFFORDABLE HOUSING
COUNTY OF BEAUFORT	)	

THIS INTERGOVERNMENTAL AGREEMENT is entered into with an effective date of \_\_\_\_\_, 2022 by and among Beaufort County, Jasper County, the Town of Hilton Head Island, the Town of Bluffton, the City of Beaufort, the Town of Port Royal, the City of Hardeeville and the Town of Yemassee (collectively referred to as "the Parties").

WHEREAS, the member Parties of Beaufort County, Jasper County, the Town of Hilton Head Island, the Town of Bluffton, and City of Hardeeville belong to a regional association that seeks to identify problems and opportunities that face the entire southern low country as identified by each member jurisdiction known collectively as the Southern Lowcountry Regional Board ("SoLoCo"); and

WHEREAS, the member Parties of Beaufort County, Jasper County, the Town of Hilton Head Island, the Town of Bluffton, and the City of Hardeeville, known collectively as the Southern Lowcountry Regional Board ("SoLoCo"), desired to expand the regional housing trust fund study area by inviting the member parties making up the Northern Regional Plan Committee of City of Beaufort, Town of Port Royal and Town of Yemassee to also participate in the initiative; and

WHEREAS, the Parties recognize that decent, affordable housing is important in that it fulfills a basic human need for shelter, contributes to the well-being of families, provides stability which may lessen the catalysts of physical illness and mental illness and stress, and is a critical component of the economic vitality of the region to attract and retain employees in the local workforce; and

WHEREAS, private enterprise and investment has not produced, without government assistance, the needed construction of sanitary, decent, and safe residential housing that people with lower incomes can afford to buy or rent; and

WHEREAS, the Parties commissioned an analysis of regional housing needs and a recommendation report which was completed August 2021 by Asakura Robinson and presented to SoLoCo; and

WHEREAS, the Asakura Robinson report recommended the establishment of a non-profit 501c(3) Regional Housing Trust Fund ("RHTF") in accordance with legislation passed by the South Carolina State Legislature known as the "William C. Mescher Local Housing Trust Fund Enabling Act" which, inter alia, allows for the establishment of Regional Housing Trust Funds among local governments; and

WHEREAS, the purpose of this intergovernmental agreement (hereinafter "Agreement") is to authorize the parties to jointly create, fund, and operate a regional housing trust fund and an Oversight board to improve affordable housing;

NOW, THEREFORE, for and in consideration of these premises and the mutual covenants set forth below, the Parties hereto hereby agree as follows:

## **Section 1 Definitions.**

For purposes of this Agreement:

- a. "Affordable housing" means residential housing for rent or sale that is appropriately priced for rent or sale to a person or family whose income does not exceed one hundred percent (100%) of the median income for the local area, with adjustments for household size, according to the latest figures available from the United States Department of Housing and Urban Development (HUD). Projects serving households with income at or below 60% of the Annual Median Income will receive priority consideration.
- b. "Regional housing trust fund" (RHTF) means a multi-jurisdictional government fund separate from the general fund and established jointly by the governing authorities of one or more municipalities or county governments with one or more dedicated sources of public revenue and authorized expenditures as provided in this chapter.
- c. "Special needs housing" means housing or shelter provided by private or public entities including privately operated elderly housing, nursing homes, community residential care facilities, and other special needs population housing facilities regardless of purpose or type of facility.

## **Section 2 Priorities.**

The priorities identified in the Asakura Robinson study of August 2021 are hereby adopted as follows:

- a. Providing accessible, affordable housing to the region to support the workforce in the service economy, as well as others with high housing cost burdens.
- b. Overcoming barriers to affordable development, such as financial gaps and land availability.
- c. Ensuring a regional approach for affordable housing that addresses the needs of each jurisdiction, while meeting important strategic goals for housing location.
- d. Understanding the tools and resources available to Housing Trust Funds through various state and federal laws and regulations.
- e. Identifying a stable and reliable dedicated revenue source.

## **Section 3 Funding.**

- a. SC Code Section 31-22-30, as amended, provides that "a local government, including a municipality or county, may jointly form a regional housing trust fund by ordinance. A regional housing trust fund created under this chapter is subject to the same requirement and has the same power as a local housing trust fund created by an individual local government".
- b. The Parties agree the RHTF established by this Agreement shall be funded for a period of ten (10) years with annual contributions by the Parties apportioned based on annual census population numbers. See Attachment A for Year 1 apportionment. Apportionment for Years 2-9 shall be

updated annually after the population census numbers are released and documented via written amendment to this Agreement to be signed by all the Parties.

- c. Funding shall be committed via the Parties' budgeting authority. Sources of these funds include, but are not limited to, one or more of the following:
  - i. donations;
  - ii. bond proceeds; and
  - iii. grants and loans from a state, federal, or private source.
  - iv. any other public funds which may be lawfully used to support Affordable Housing.
  
- d. Alternate sources of funding for the RHTF  
The Parties may alter a source of funding for the regional housing trust fund by amending the ordinance(s) that establish financing for the regional housing trust fund, but only if sufficient funds exist to cover the projected debts or expenditures authorized by the regional housing trust fund in its budget. State law does not create, grant, or confer a new or additional tax or revenue authority to a local government or political subdivision of the State unless otherwise provided by the law of this State. Each Party will make an initial contribution to the RHTF based on the Chart outlined in Attachment A.
  
- e. The Parties shall safeguard the fund in the same manner as the general fund or a separate utility fund established for specific purposes. The RHTF may be included in the required financial expense reports or annual audit for each local government.
  
- f. The Parties may allocate funds to a program that promotes the development or rehabilitation of affordable housing as defined in the state enabling legislation. Regarding the distribution of funds from a regional housing trust fund, preference must be given to a program or project that promotes the development or rehabilitation of affordable housing for an individual or family with an annual income at or below one hundred percent of the median income with priority consideration being given to projects serving those individuals or families with incomes at or below sixty (60) percent of the median income for the local area, adjusted for family size according to current data from HUD, the development or rehabilitation of special needs housing, or the development or rehabilitation of homeless housing.
  
- g. RHTF funds may be used to match other funds from federal, state, or private resources, including the State Housing Trust Fund. The Parties shall seek additional resources for housing programs and projects to the maximum extent practicable. The Parties shall administer the RHTF through a new or existing nonprofit organization to encourage private charitable donation to the funds. Where a regional housing trust fund receives such a donation, the donation must be used and accounted for in accordance with the purpose as established by the RHTF Oversight Board and in accordance with State statutes.
  
- h. A regional housing trust fund established, utilized, or funded under this Agreement and enabling ordinances must provide an annual report to the Parties that created the fund and attested to this agreement. Minimum requirements for such said report is outlined in Attachment B. The

regional housing trust fund director must offer to present to each Parties' Council the annual report details and make the report available to the public by posting it on the appropriate website of the member local governments. Any alteration or amendment to such governing documents must conform to the provisions of the enabling legislation

- i. The Parties agree that projects funded by the RHTF will be judged on their merits and that funding and location of those projects will vary from year to year; and

#### **Section 4 Operations.**

- a. Each Party shall appoint one (1) representative to serve a two-year term on the Regional Housing Trust Oversight Board ("the Board") for so long as they remain a financial contributing party. The director of the regional housing trust fund will serve as Ex Officio member of the Board. The ninth appointee would be an at large representative agreed upon by the Parties making the membership a total of nine representatives. Board Members shall represent a diverse field of experts familiar with affordable housing, real estate, and local government housing priorities. No elected officials may serve on the Oversight Board.
- b. Meetings will be held six times per year.
- c. Board responsibilities include:
  - i. Providing feedback on community needs, serving as an advocate for affordable housing and the RHTF, connecting the Administrative Operating Contractor with community resources, and acting as a direct liaison between the RHTF and the local government entity.
  - ii. Drafting and adopting bylaws for the operation of the Board within six (6) months of the creation of the RHTF; By-laws shall address how a member Party may terminate their participation and funding, including how that termination will or could impact RHTF projects in their jurisdiction, and the methodology for complete dissolution of the RHTF if a voting majority of the Parties agree; By-laws shall address how a quorum is established, a meeting and reporting schedule, and any other requirements as defined by State statute
  - iii. Make decisions on how the RHTF will operate to include whether to establish a 501(c)3, hire employees, contract with a Certified Development Financial Institution (CDFI), or other method agreed upon by a majority of the Board, manage the operations of the RHTF to include hiring, firing, potential contracts, and other items that require approval as outlined in adopted bylaws.
  - iv. Allocating other permissible funds to projects including, but not limited to, impact fee waivers, water and sewer impact fees,
  - v. Develop an annual budget with projected revenues and expenditures.
  - vi. Define types of projects eligible for funding.

### **Section 5 Term and Termination.**

The term of this Agreement shall be ten (10) years from the date of full execution by the Parties which shall be understood to be the date first set forth above. This Agreement may be renewed for another ten (10) year term as agreed to in writing by the Parties. Termination of the Agreement in whole may only occur via dissolution of the RHTF.

### **Section 6 Fiscal Agent.**

Beaufort County will contract with Community Works to serve as the fiscal agent and will manage the financial relationship with the Parties, Community Works and the Board. Beaufort County will provide financial reports on a quarterly basis to the Parties.

### **Section 7 Notices.**

All notices required or permitted under this Agreement shall be in writing. All notices and payments shall be sent to the official main address of the member parties or to such other address as may from time to time be designated by written notice or via email with confirmation of email delivery receipt. Notices shall be deemed delivered when five (5) days after deposit in U.S. registered mail, postage prepaid, addressed to the other party or upon confirmation of email delivery receipt.

### **Section 8 Governing Law and Severability Clause.**

This Agreement is governed and interpreted in accordance with the laws of the State of South Carolina. Any and all disputes between the Parties that may arise pursuant to this Agreement shall be brought and fully litigated in a court of competent jurisdiction located in Beaufort County, South Carolina. If any term, covenant or condition of this Agreement or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this Agreement shall not be affected thereby and each such term, covenant or condition of this Agreement shall be valid and enforceable to the full extent permitted by law. The stricken provision of this Agreement shall be enforced to the maximum extent permissible so as to affect the intent of the Parties, and the remainder of this Agreement shall continue in full force and effect.

### **Section 9 Assignment.**

This Agreement shall be binding upon and inure to the benefit of the Parties and their respective successors, heirs, administrators, representatives, and assigns. However, this provision shall not be construed to permit or allow assignments not otherwise allowed under this Agreement.

### **Section 10 Miscellaneous.**

This IGA expresses the complete agreement and understanding of the undersigned parties, and any and all prior or contemporaneous oral agreement or prior written agreement regarding the subject matter hereof shall be merged herein and then extinguished. The captions and headings used in this IGA are for convenience only and do not in any way limit, amplify, or otherwise modify the provisions of this IGA. As used in this IGA, the masculine, feminine or neuter gender and the singular or plural number shall each include the others whenever the context so indicates. This IGA may be executed in multiple counterparts, each of which shall be deemed an original but all of which, taken together, shall constitute the same instrument.

**Section 11 Authorization and Execution.**

This AGREEMENT is signed by the authorized representatives of the parties set forth below, and is effective as of the date first set forth above.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as set forth below.

BEAUFORT COUNTY: \_\_\_\_\_ date: \_\_\_\_\_

JASPER COUNTY: \_\_\_\_\_ date: \_\_\_\_\_

THE TOWN OF HILTON HEAD ISLAND: \_\_\_\_\_ date: \_\_\_\_\_

THE CITY OF BEAUFORT: \_\_\_\_\_ date: \_\_\_\_\_

THE TOWN OF BLUFFTON: \_\_\_\_\_ date: \_\_\_\_\_

THE TOWN OF PORT ROYAL: \_\_\_\_\_ date: \_\_\_\_\_

THE CITY OF HARDEEVILLE: \_\_\_\_\_ date: \_\_\_\_\_

THE TOWN OF YEMASSEE: \_\_\_\_\_ date: \_\_\_\_\_

## Attachment A

Year Sum	Beaufort County	Hilton Head Island	Bluffton	Port Royal	City of Beaufort	Jasper County	Hardeeville	Yemassee	
Y1*	\$2,035,058	\$1,119,523	\$156,815	\$59,474	\$197,669	\$200,671	\$175,240	\$108,699	\$16,967

\*Year 1 = 3% of American Rescue Plan funds

Y2	\$515,000	\$228,605	\$86,559	\$63,702	\$32,683	\$31,274	\$57,117	\$12,579	\$2,482
Y3	\$530,750	\$235,596	\$89,206	\$65,650	\$33,682	\$32,230	\$58,864	\$12,964	\$2,558
Y4	\$546,672	\$242,664	\$91,882	\$67,619	\$34,693	\$33,197	\$60,629	\$13,353	\$2,635
Y5	\$563,072	\$249,944	\$94,639	\$69,648	\$35,734	\$34,193	\$62,448	\$13,753	\$2,714
Y6	\$579,965	\$257,442	\$97,478	\$71,737	\$36,806	\$35,219	\$64,322	\$14,166	\$2,795
Y7	\$597,363	\$265,165	\$100,402	\$73,889	\$37,910	\$36,275	\$66,251	\$14,591	\$2,879
Y8	\$615,284	\$273,120	\$103,414	\$76,106	\$39,047	\$37,364	\$68,239	\$15,028	\$2,966
Y9	\$633,743	\$281,314	\$106,517	\$78,389	\$40,218	\$38,485	\$70,286	\$15,479	\$3,055
Y10	\$652,755	\$289,753	\$109,712	\$80,741	\$41,425	\$39,639	\$72,395	\$15,944	\$3,146
Sum	\$7,269,662	\$3,443,127	\$1,036,623	\$706,955	\$529,866	\$518,548	\$755,791	\$236,555	\$42,197

# Attachment B

## Reporting Requirements

The annual report will be provided to RHTF Oversight Board by the Operating Administrator and/or staff responsible for managing and administering the Fund as outlined in a separate operating agreement between the two parties. The annual report must include, at a minimum, the following metrics:

- 1) **Impact Data:** the project names and location funded in each participating jurisdiction, the amount of funding provided per project, the number and type of dwelling units built/or preserved in each funded project along with an affordability percentage breakdown, and demographic data where available.
- 2) **Financial Data:** the accounting of revenues and expenditures of the fund, additional funding raised to support the RHTF including additional project capital and operating investments, project leveraging amounts and other inkind or financial support provided to support the purpose of the fund.
- 3) Where feasible and available, success stories and project highlights, including pictures and testimonials.





## TOWN OF HILTON HEAD ISLAND

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### *Staff Report Memo*

TO: Finance and Administrative Committee  
FROM: John M. Troyer, Director of Finance  
VIA: Marc Orlando, Town Manager  
CC: Cindaia Ervin, Krista Wiedmeyer  
DATE: February 1, 2022  
SUBJECT: Financial Update

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**Recommendation:** Staff recommends that Finance Department continue to monitor Town Revenues and Expenditures and to ***provide monthly updates to the Finance & Administrative Committee for their review and discussion.***

**Summary:** As part of the pandemic response, Town Management identified the importance of monitoring revenue and expenditure items in a pandemic environment. Close monitoring can provide the ability to respond timely to changing economic realities.

To provide Town Council as clear a picture of the Town's revenue collections and financial position, I plan to give Finance and Administrative Committee an update during their next meeting of the committee. I plan to give a preview of year-to-date results. This will give the Finance and Administrative Committee a continuing look at Town financial position and provide a forum for discussions. We will continue those discussions monthly to ensure the Town is appropriately positioned in this economic environment.

**Background:** As Town Council considered the proposed budget for FY 2021, one issue at the forefront of the discussion was the economic uncertainties due to the impact of the COVID-19 pandemic -- which prompted the need for more frequent financial updates. Now the Town is into FY 2022, and the pandemic is still not behind us. The financial updates need to continue at least until the COVID threat is contained, and probably much beyond. Town Council recognized that even after the budget was adopted for FY2022, continuing the close monitoring of the revenue collections and spending would continue to be important again this year.