



Finance, Administration, and Economic Development Committee

Beaufort County, SC

Executive Conference Room, Administration Building, Beaufort County Government, Robert
Smalls Complex, 100 Ribaut Road, Beaufort

Tuesday, February 18, 2025

2:00 PM

AGENDA

COMMITTEE MEMBERS:

MARK LAWSON, CHAIRMAN
PAULA BROWN
ANNA MARIA TABERNIK

LOGAN CUNNINGHAM, VICE-CHAIR
GERALD DAWSON
ALICE HOWARD, EX-OFFICIO

1. CALL TO ORDER: Mark Lawson, Committee Chair
2. PLEDGE OF ALLEGIANCE: Mark Lawson, Committee Chair
3. STATEMENT OF COMPLIANCE WITH FOIA: Mark Lawson, Committee Chair
4. APPROVAL OF AGENDA
5. APPROVAL OF MINUTES - *January 27, 2025*
6. PUBLIC COMMENT PERIOD- 15 MINUTES
7. FY2024 ANNUAL COMPREHENSIVE FINANCE REPORT (ACFR) – *Pinky Harriott, CFO*
8. CHIEF FINANCIAL OFFICER REPORT - *Pinky Harriott, CFO*
9. A RESOLUTION AUTHORIZING THE COUNTY ADMINISTRATOR TO EXECUTE AN AMENDMENT TO AN INTERGOVERNMENTAL AGREEMENT REGARDING AFFORDABLE HOUSING. *Dylan Kidd, Deputy County Attorney*
10. DISCUSSION OF STATE A-TAX REVIEW - *Vice-Chair Tabernik*
11. THE REAPPOINTMENTS OF THOMAS SHEAHAN, NICHOLAS MESENBURG, LESLIE FLORY, ANNE ESPOSITO, HOWARD ACKERMAN & CHRISTOPHER BUTLER TO THE AIRPORTS BOARD FOR A TWO-YEAR TERM WITH AN EXPIRATION DATE OF FEBRUARY 2027
12. RECOMMEND APPROVAL OF THE REAPPOINTMENT OF PAUL JERNIGAN TO THE BOARD OF ASSESSMENT APPEALS FOR A FOUR-YEAR TERM WITH THE EXPIRATION DATE OF FEBRUARY 2029.
13. ADJOURNMENT

**TO WATCH COMMITTEE OR COUNTY COUNCIL MEETINGS OR FOR A COMPLETE LIST OF AGENDAS AND
BACKUP PACKAGES, PLEASE VISIT:**

<https://beaufortcountysc.gov/council/council-committee-meetings/index.html>



Finance, Administration, and Economic Development Committee

Beaufort County, SC

This meeting will be held both in person at the Hilton Head Library, 11 Beach City Road, Hilton Head, and virtually through Zoom.

Monday, January 27, 2025

3:00 PM

MINUTES

COMMITTEE MEMBERS:

MARK LAWSON, CHAIRMAN
PAULA BROWN
ANNA MARIA TABERNIK

LOGAN CUNNINGHAM, VICE-CHAIR
GERALD DAWSON
ALICE HOWARD, EX-OFFICIO

The video stream of this meeting is available on the County's website:

<https://beaufortcountysc.new.swagit.com/videos/326731?ts=28>

1. CALL TO ORDER

Committee Chairman Lawson called the meeting to order at 3:06 pm.

PRESENT

Committee Chair Mark Lawson
Chairman Joseph Passiment
Council Member Paula Brown
Council Member Alice Howard
Council Member Anna Maria Tabernik
Council Member Reitz

ABSENT

Council Member Gerald Dawson
Council Member David Bartholomew
Vice-Chair Logan Cunningham
Council Member Lawrence McElynn

2. PLEDGE OF ALLEGIANCE

Committee Chairman Lawson led the Pledge of Allegiance.

3. STATEMENT OF COMPLIANCE WITH FOIA

4. APPROVAL OF AGENDA

Motion: It was moved by Council Member Brown, Seconded by Council Member Tabernik, to approve the agenda.

The Vote: The motion was approved without objection.

5. APPROVAL OF MINUTES - November 25, 2024

Motion: It was moved by Council Member Brown, Seconded by Council Member Tabernik, to approve the minutes from November 25, 2024.

The Vote: The motion was approved without objection.

6. CITIZEN COMMENT PERIOD – 15 MINUTES TOTAL

No citizen comments.

7. CHIEF FINANCIAL OFFICER REPORT - Pinky Harriott

To view the full presentation and report:

<https://beaufortcountysc.new.swagit.com/videos/326731?ts=138>

AGENDA ITEMS

8. PROCUREMENT UPDATE- Dave Thomas

To view the full update: <https://beaufortcountysc.new.swagit.com/videos/326731?ts=638>

9. VACANCIES AND ATTRITION RATE UPDATE - Katherine Mead, HR Director

To view the full update: <https://beaufortcountysc.new.swagit.com/videos/326731>

10. APPROVAL OF HAWKERS AND PEDDLERS LICENSE FEES FOR 2025 - Chuck Atkinson, ACA

Motion: It was moved by Council Member Brown, Seconded by Council Member Howard, to approve the Hawkers and Peddlers License Fees for 2025.

The Vote: The motion was approved without objection.

11. ADJOURNMENT

Adjournment: 3:42 pm

Ratified:



BEAUFORT COUNTY COUNCIL AGENDA ITEM SUMMARY

Item 7.

ITEM TITLE:
FY2024 Annual Comprehensive Finance Report (ACFR)
MEETING NAME AND DATE:
Finance, Administration, & Economic Development Committee, February 18 th , 2025
PRESENTER INFORMATION:
David Irwin, CPA, Mauldin & Jenkins 25 minutes
ITEM BACKGROUND:
Presentation of FY2024 Audit
PROJECT / ITEM NARRATIVE:
Beaufort County external auditors to present the FY2024 Annual Comprehensive Financial Report to Finance Committee.
FISCAL IMPACT:
NO FISCAL IMPACT
STAFF RECOMMENDATIONS TO COUNCIL:
No recommendation
OPTIONS FOR COUNCIL MOTION:
Motion to approve/deny to move to full Council for approval at the June 27 th meeting.

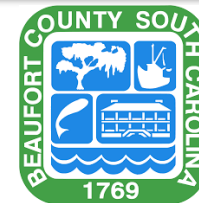
Beaufort County, South Carolina

Financial & Compliance Audit – June 30, 2024

Item 7.



Presented by:
David Irwin, CPA
Partner



Purpose of Today's Presentation

- **Overview of:**
 - **Independent Auditor's Report**
 - **Compliance Reports**
 - **Financial Statements**
- **Required Communications**
- **Answer Any Questions**

Audit Opinion

- **Beaufort County: responsible for financial statements.**
- **M&J: to express opinions.**
- **Auditing Standards = *Generally Accepted Auditing Standards and Governmental Auditing Standards***
- **Financial Audit : Unmodified (Clean) Opinion**
 - **Highest level of Assurance**
 - **Financial Statements are fairly presented in all material respects, in accordance with GAAP**

Compliance Reports

Financial Report contains two (2) Compliance Reports:

- **Single Audit Report**
 - **Compliance audit**
 - **Required > \$750k in federal expenditures**
 - **Unmodified (Clean) Opinion**
- **Yellow Book Report**
 - **Report on County's Internal Controls and Compliance**
 - **Not Intended to Provide an Opinion**
 - **No Material Weaknesses or Significant Deficiencies Noted During Our Audit**

Overview of Financial Statements

- **County prepares an Annual Comprehensive Financial Report (ACFR)**
- **ACFR goes above and beyond basic reporting requirements**
- **Submitted annually to Government Finance Officers Association (GFOA)**
- **County awarded ACFR Certificate for 15th year in a row.**

Overview of Financial Statements

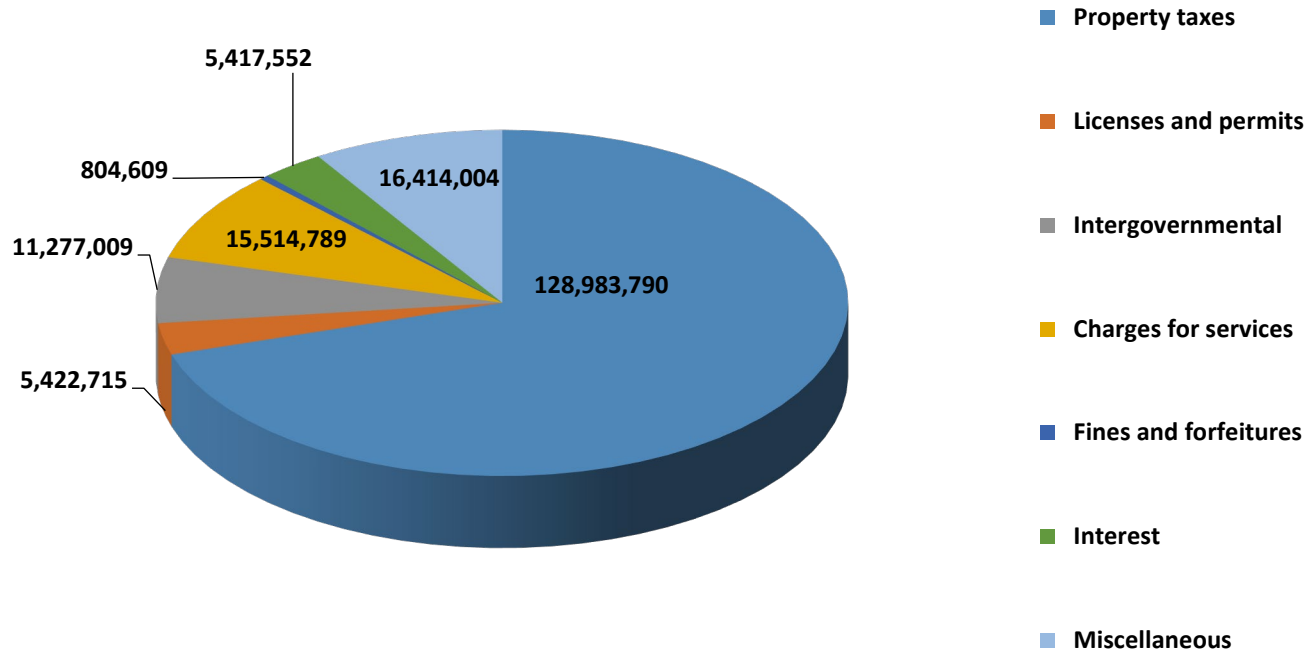
- **Management's Discussion & Analysis (MD&A)**
 - **Written by Management**
 - **Introduces and Summarizes Basic Financial Statements**
 - **Comparative Information**

- **County's Financial Statements Include Three (3) Components**
 - **Government-Wide Financial Statements**
 - **Funds Financial Statements**
 - **Notes to the Financial Statements**

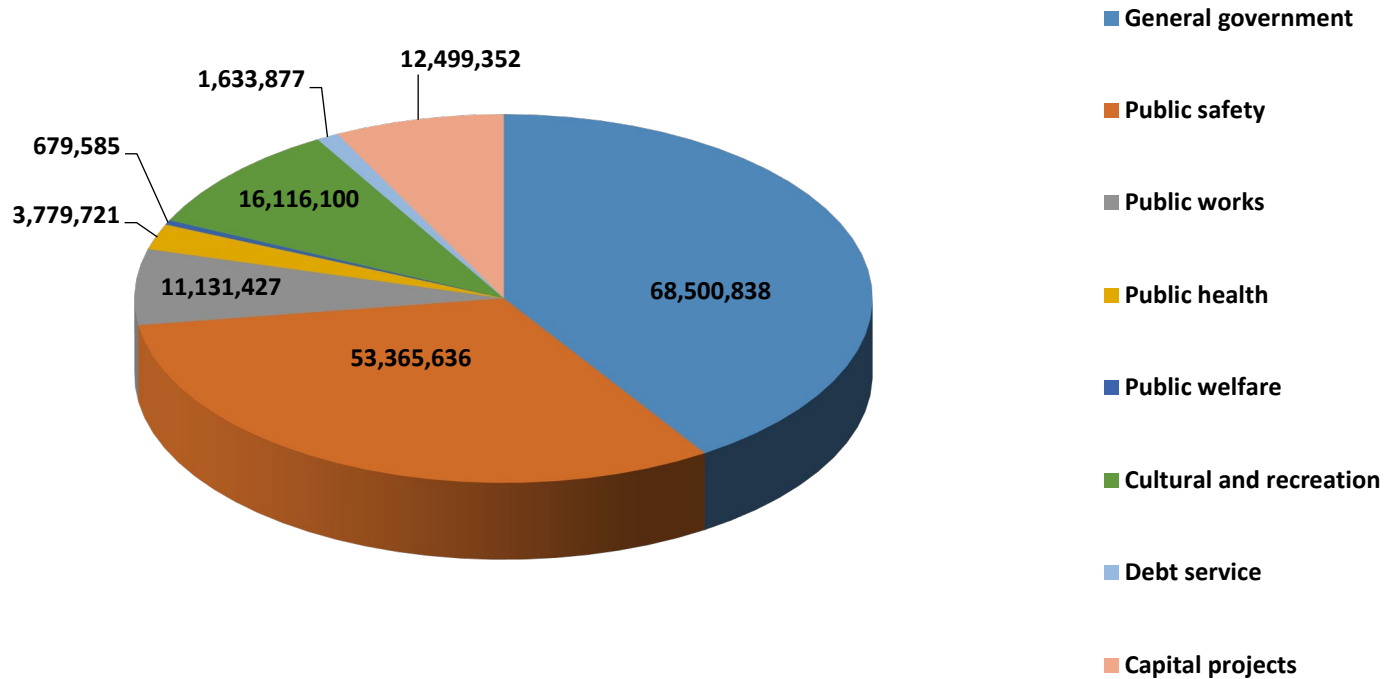
Government-Wide Financial Statements

- **\$1.2 Billion = total assets and deferred outflows**
- **\$647.3 Million = capital assets, net of A/D**
- **\$363 Million = total liabilities and deferred inflows**
- **\$832.5 Million = net position *(or equity)***
- **\$379.7 million = revenues (\$296M in FY23)**
- **\$249.7 million = expenses (\$253.5M in FY23)**
- **Increase in Net Position of \$130M vs \$42.5M increase in PY**

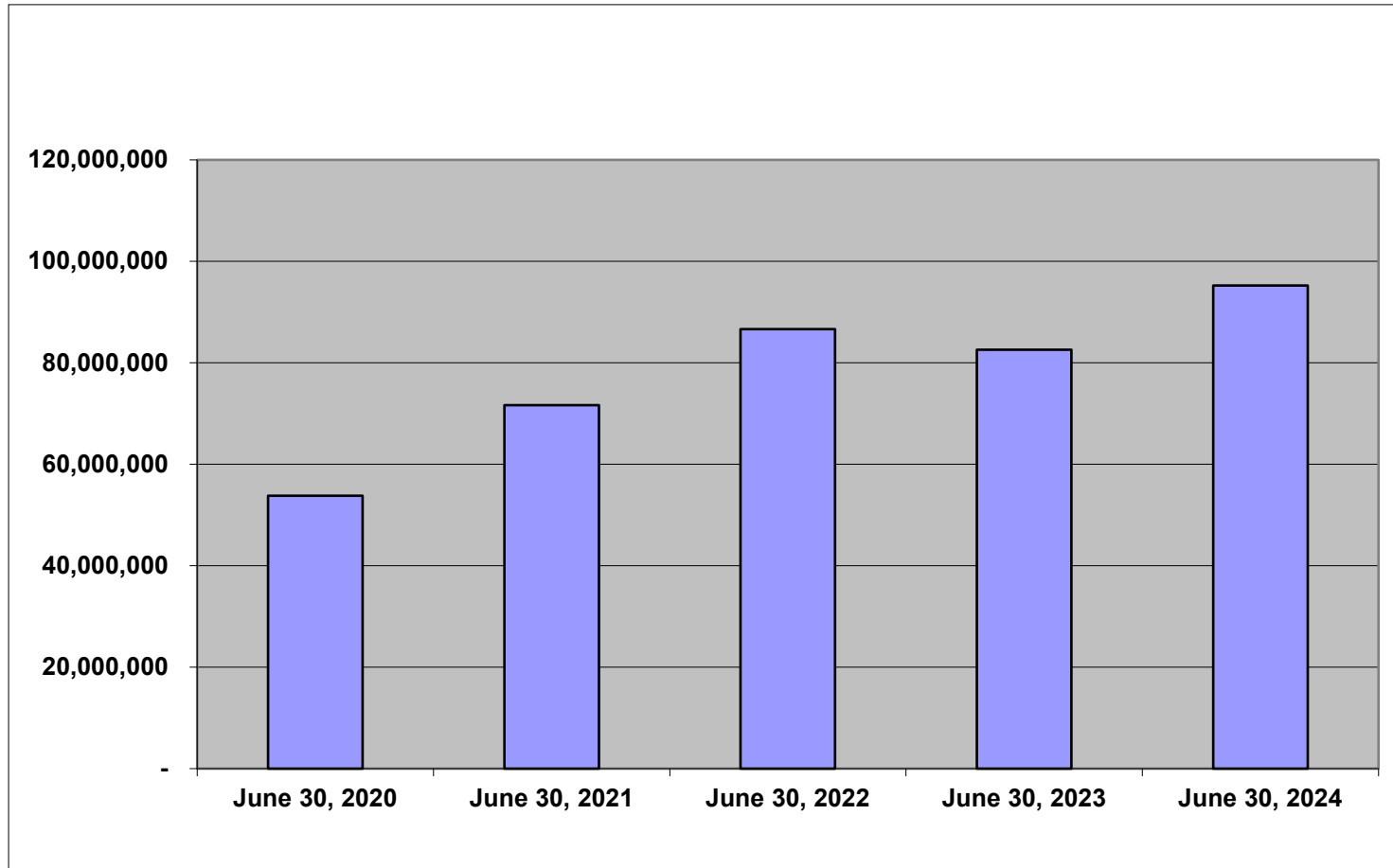
General Fund Revenues



General Fund Expenditures

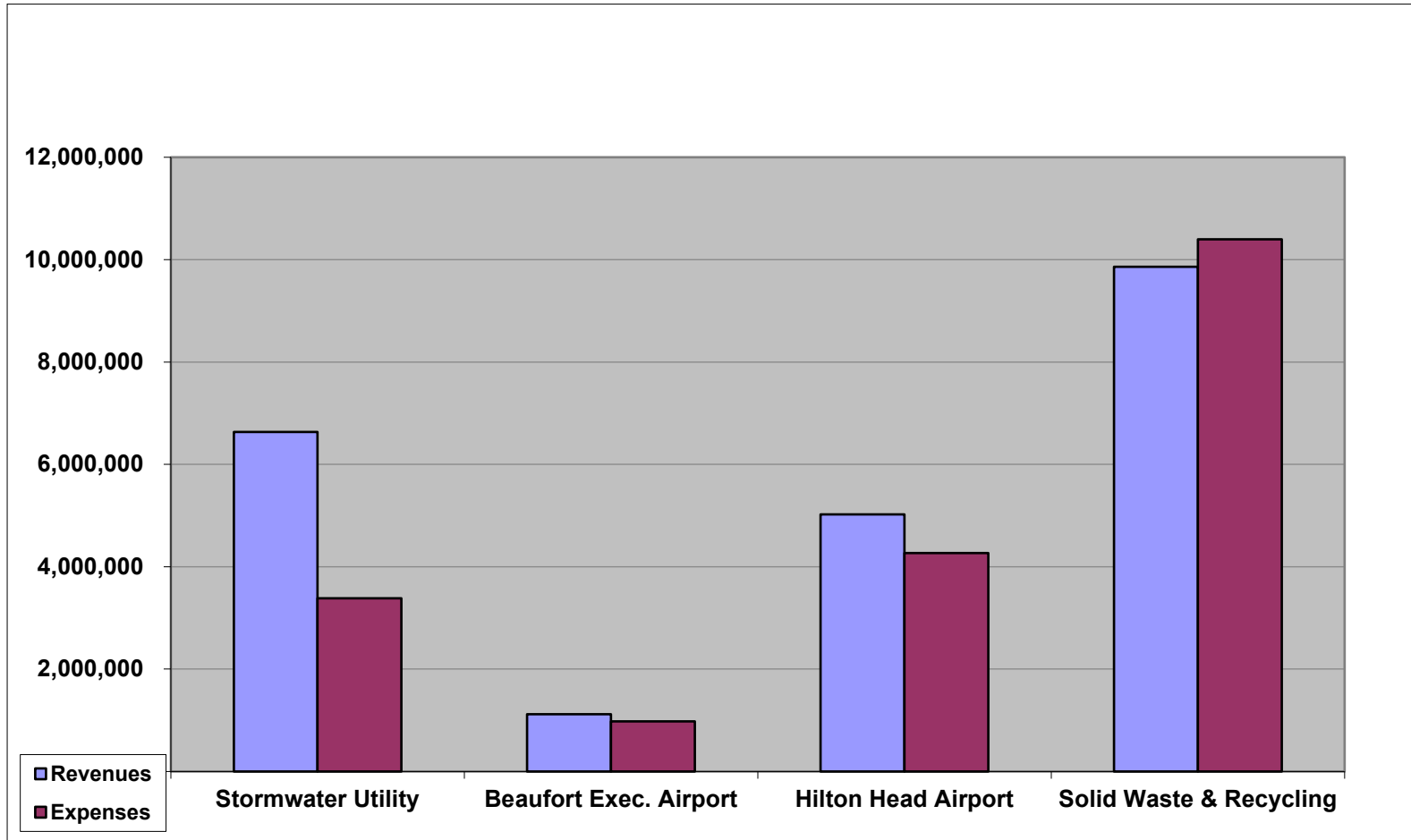


General Fund – Fund Balance History



Enterprise Funds

Operating Revenues vs. Operating Expenses



Required Communications

- **Clean Opinion and No Audit Findings**
- **We Received Full Cooperation from Management and Staff**
- **No Disagreements with Management**
- **No Significant Issues Discussed with Management**
- **No Uncorrected Misstatements**
- **We are Independent of the County as Required by Government Auditing Standards**

Closing

We appreciate the opportunity to serve Beaufort County and look forward to serving the County in the future.





Beaufort County
SOUTH CAROLINA



Finance Committee

FY2025 YTD Budget Report



General Fund- Revenues

		2025 Revised Budget	2025 Actual	2025 Percent Rec/Used
	GENERAL FUND 1000			
	REVENUES			
41	Ad Valorem	\$ 115,574,500.00	\$ 110,485,476.00	96%
42	License & Permits	\$ 4,811,500.00	\$ 1,898,637.00	39%
43	Intergovernmental	\$ 11,802,756.00	\$ 4,829,901.00	41%
44	Charges for Services	\$ 15,946,647.00	\$ 10,077,820.00	63%
45	Fines & Forfeitures	\$ 759,500.00	\$ 501,673.00	66%
46	Interest	\$ 2,150,000.00	\$ 2,993,576.00	139%
47	Misc	\$ 1,470,300.00	\$ 1,143,317.00	78%
48	Cont from PY Fund Balance	\$ 2,726,812.00	\$ -	0%
49	Transfers In	\$ 1,630,000.00	\$ 1,075,558.00	66%
	TOTAL REVENUE	\$ 156,872,015.00	\$ 133,005,958.00	85%



General Fund- Expenditures

	EXPENDITURES by DIVISION			
10	General Government	\$ 70,586,349.00	\$ 36,799,497.00	52%
20	Public Safety	\$ 58,516,793.00	\$ 34,981,027.00	60%
30	Public Works	\$ 12,323,132.00	\$ 6,893,765.00	56%
40	Public Health	\$ 1,892,360.00	\$ 965,245.00	51%
50	Public Welfare	\$ 753,616.00	\$ 478,442.00	63%
60	Cultural & Recreation	\$ 12,799,765.00	\$ 7,102,427.00	55%
	TOTAL	\$ 156,872,015.00	\$ 87,220,403.00	56%

BUDGET TRANSFER RECAP 2/18/2025 FINANCE COMMITTEE MEETING

Item 8.

DATE	DEPARTMENT	FROM ACCOUNT	FROM ACCOUNT DESCRIPTION	TO ACCOUNT	TO ACCOUNT DESCRIPTION	AMOUNT	JUSTIFICATION	REVISED BUDGET FROM	BUDGET TO
1/21/2025	Human Services	2503-50-0000-51320	Training and Conf	2503-50-0000-51150	Rentals	\$150.00	The department's county-owned printer unexpectedly malfunctioned, necessitating a transition to a printer owned and managed by ABR. This has an associated rental cost. This transfer covers the estimated rental costs, starting December 2024 through the end of the fiscal year.	\$449.00	-\$35.00
2/11/2025	Passive Parks	1000-60-1610-52600	Non-Cap Equipment	1000-60-1610-51320	Training and Conf	\$639.00	An unanticipated mandatory training for the County Naturalist's Palmetto Environmental Education Certification required her attendance on January 17-19, 2025. The requested transfer amount is to cover the registration and hotel costs associated with this training that were paid on the County's purchasing card.	\$125.00	\$0.00
2/3/2024	Parks & Rec	1000-60-1600-51360-SENIO	Athletic Programs	1000-60-1600-51160	Professional Services	\$100,000.00	The PAR Professional Services account is used in part to cover umpire/referee costs for tournaments and leagues. These costs have been higher than expected in FY25 due to higher than expected participation in both tournaments and leagues.	\$186,587.00	\$176,098.00
1/31/2024	Veteran's Affairs	1000-50-1500-51010	Printing	1000-50-1500-51310	Dues and Subscriptions	\$150.00	SCACVAO Membership	\$1,750.00	\$225.00



BEAUFORT COUNTY COUNCIL AGENDA ITEM SUMMARY

Item 9.

ITEM TITLE:
RECOMMEND APPROVAL OF A RESOLUTION AUTHORIZING THE COUNTY ADMINISTRATOR TO EXECUTE AN AMENDMENT TO AN INTERGOVERNMENTAL AGREEMENT REGARDING AFFORDABLE HOUSING
MEETING NAME AND DATE:
Finance, Administration & Economic Development Committee; February 18, 2025.
PRESENTER INFORMATION:
Hank Amundson, Special Assistant to the County Administrator 5 Minutes
ITEM BACKGROUND:
September 26, 2022 County Council adopted Resolution 2022/51 authorizing the County Administrator to enter into an intergovernmental agreement with Jasper County, Town of Hilton Head Island, Town of Bluffton, Town of Port Royal, City of Beaufort, City of Hardeeville, and the Town of Yemassee.
PROJECT / ITEM NARRATIVE:
Due to developments since the creation of the RHTF and the execution of the intergovernmental agreement, the government entities desire to amend the original intergovernmental agreement to: (1) remove the reference to the “William C. Mescher Local Housing Trust Fund Enabling Act”; (2) include a definition of the “Beaufort Jasper Housing Trust, Inc.”; (3) further define the terms and responsibilities of the Oversight Board; (4) include additional conditions regarding the Term and Termination of the Agreement; and (5) amend terms regarding the Administration and Fiscal Agent related to the RHTF.
FISCAL IMPACT:
No fiscal impact
STAFF RECOMMENDATIONS TO COUNCIL:
Authorize the County Administrator to execute an amendment to an intergovernmental agreement regarding affordable housing.
OPTIONS FOR COUNCIL MOTION:
Motion to recommend approval of the Resolution and move forward to Council. Motion to recommend denial of the Resolution to Council.

RESOLUTION 2022/51**A RESOLUTION AUTHORIZING THE COUNTY ADMINISTRATOR TO ENTER INTO AN INTERGOVERNMENTAL AGREEMENT WITH JASPER COUNTY, TOWN OF HILTON HEAD ISLAND, TOWN OF BLUFFTON, TOWN OF PORT ROYAL, CITY OF BEAUFORT, CITY OF HARDEEVILLE, AND THE TOWN OF YEMASSEE TO JOINTLY CREATE, FUND, AND OPERATE A REGIONAL HOUSING TRUST FUND**

WHEREAS, Beaufort County (the “County”), Jasper County, the Town of Hilton Head Island, the Town of Bluffton, and the 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, SoLoCo desires to expand the regional housing trust fund study area by inviting the member parties making up the Northern Regional Plan Committee of the City of Beaufort, Town of Port Royal and Town of Yemassee (collectively referred to as the “Parties”) to also participate in a Regional Housing Trust Fund (“RHTF”); and

WHEREAS, the Parties recognize that affordable housing is a serious public health and safety concern in the low country, which places stress on individual families and communities at large from a lack of diversity in neighborhoods, a separation of the workforce from workplaces, imbalances in educational opportunities and community amenities, adverse impacts on child development, and a higher incidence of violent crime that affect low-income neighborhoods; 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 thereafter; and

WHEREAS, the Asakura Robinson report recommended the establishment of a non-profit 501(c)(3) Regional Housing Trust Fund 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 RHTFs 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 RHTF and an oversight board to improve affordable housing; and

WHEREAS, an Intergovernmental Agreement Regarding Affordable Housing has been drafted for the purposes set forth above and is attached to this Resolution as “Exhibit A” and incorporated herein by reference; and

WHEREAS, the County wishes to contribute \$1,119,523 which is an amount equal to three (3%) percent of the American Rescue Fund Act funds; and

WHEREAS, funding contributions in succeeding years will be in proportion to the population of the participating jurisdictions as outlined within the Agreement.

NOW, THEREFORE, BE IT RESOLVED by the Beaufort County Council that the County Administrator is authorized to enter into an intergovernmental agreement, substantially similar to Exhibit A attached hereto and incorporated herein by reference, with Jasper County, Town of Hilton Head Island, Town of Bluffton, Town of Port Royal, City of Hardeeville, City of Beaufort, and Town of Yemassee to contribute funding for the Regional Housing Trust Fund.

DONE this 26th day of September 2022

BEAUFORT COUNTY, SOUTH CAROLINA



Joseph Passiment, Chairman

ATTEST:



Sarah Brock, Clerk of Council

EXHIBIT A

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.

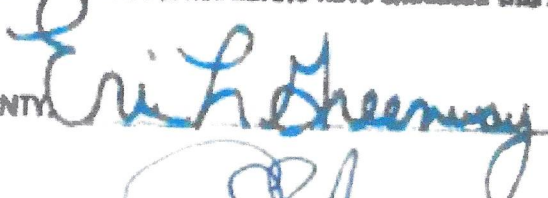
This IGA expresses the complete agreement and understanding of the undersigned parties, and any and all prior or contemporaneous oral agreement or prior written agreement regarding the subject matter hereof shall be merged herein and then extinguished. The captions and headings used in this IGA are for 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:

10-20-22

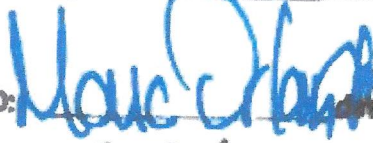
JASPER COUNTY:



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11/21/2022

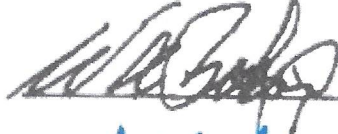
THE TOWN OF HILTON HEAD ISLAND:



date:

11-7-2022

THE CITY OF BEAUFORT:



date:

10-28-22

THE TOWN OF BLUFFTON:



date:

11/9/2022

THE TOWN OF PORT ROYAL:



date:

11/1/22

THE CITY OF HARDEEVILLE:



date:

11/14/2022

THE TOWN OF YEMASSEE:



date:

11/21/2022

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.

RESOLUTION 2025/_____**A RESOLUTION AUTHORIZING THE COUNTY ADMINISTRATOR TO EXECUTE AN AMENDMENT TO AN INTERGOVERNMENTAL AGREEMENT REGARDING AFFORDABLE HOUSING**

WHEREAS, on September 26, 2022, Beaufort County Council (“County Council”) adopted Resolution 2022/51 which authorized the County Administrator to enter into an intergovernmental agreement with Jasper County, Town of Hilton Head Island, Town of Bluffton, Town of Port Royal, City of Beaufort, City of Hardeeville, and the Town of Yemassee, collectively hereinafter referred to as the “Government Entities”. The purpose of the agreement with the Government Entities was to jointly create and fund a regional housing trust fund (“RHTF” or “Fund”), to establish an Oversight Board for the Fund, and to contract with Community Works to provide for the managerial and administrative, day-to-day operation of the Fund; and

WHEREAS, Resolution 2022/51 incorporated an exhibit entitled Intergovernmental Agreement Regarding Affordable Housing (“Agreement”). The Agreement was executed by the Government Entities and was made effective on October 28, 2022; and

WHEREAS, due to developments since the creation of the RHTF and the execution of the Agreement, the Government Entities desire to amend the Agreement to: (1) remove the reference to the “William C. Mescher Local Housing Trust Fund Enabling Act”; (2) include a definition of the “Beaufort Jasper Housing Trust, Inc.”; (3) further define the terms and responsibilities of the Oversight Board; (4) include additional conditions regarding the Term and Termination of the Agreement; and (5) amend terms regarding the Administration and Fiscal Agent related to the RHTF. The aforementioned amendments to the Agreement are reflected in Exhibit A attached hereto and incorporated herein by reference; and

WHEREAS, County Council supports the desire of the Government Entities and finds the desired amendments to the Agreement, as reflected in Exhibit A, are in the best interest of the continued success for the RHTF.

NOW, THEREFORE, BE IT RESOLVED by the Beaufort County Council authorizing the County Administrator to execute an amendment, as shown in Exhibit A attached hereto and incorporated herein by reference, to an intergovernmental agreement regarding affordable housing.

DONE this _____ day of _____, 2025

BEAUFORT COUNTY, SOUTH CAROLINA

Alice Howard, Chairman

ATTEST:

Sarah Brock, Clerk of Council

Item 9.

an at large representative agreed upon by the Parties making the membership a total of nine representatives. Oversight 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.

Any 501(c)(3) providing administrative, management and financial services for the RHTF, including BJHT Inc., shall be permitted to add members to its Board of Directors ("501(c)(3) Board"), in accordance with the recommendations from the Asakura Robinson Study. All action items coming before the 501(c)(3) Board utilizing any amount of RHTF monies shall require approval by a majority vote of the Oversight Board. The Oversight Board shall include representatives from each of the Parties.

The Parties acknowledge and agree that each Party's representative on the Oversight Board is responsible for expressing the recommendations, opinions and desires of the individual government entity. Each Oversight Board representative shall provide regular updates to the individual government entity being represented and shall ensure the individual government entity remains informed of projects, funding and status of the 501(c)(3).

5. Section 5 "Term and Termination" shall be removed and replaced as follows:

- a. *Term. The term of this Agreement shall be ten (10) years from the date of full execution of the Agreement 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.*
- b. *Termination. The termination of this Agreement in whole may only occur via dissolution of the RHTF.*
- c. *Removal of a Single Party. If at any time a single Party to this Agreement decides it is in its best interest to no longer be a party to this Agreement, then the Party shall provide written notice to the remaining Parties. The Parties shall amend this Agreement to remove the Party. Following the removal of a Party, the funds previously contributed by said Party and any funds required to be paid for the fiscal year shall remain with the RHTF. The said Party shall no longer be required to contribute funds in the next fiscal year.*
- d. *Dissolution of 501(c)(3). Following a dissolution of the 501(c)(3), or when notice of dissolution of the 501(c)(3) is communicated in writing to the Parties, including the dissolution of BJHT, Inc., the Parties agree one of the following actions must be taken ("Dissolution Options"):*
 - i. *Option 1. All funds associated with the RHTF shall be immediately transferred to Beaufort County to be held in an escrow account. The Parties agree that for purposes of this Section, Beaufort County has the authority to disburse funds only for previously approved projects or active projects at the time of the dissolution. Beaufort County shall provide quarterly financial reports to the*

other Parties. Following the transfer of funds, the Parties may agree in writing a successor to act as the administrator, manager and fiscal agent of the RHTF; or take any other action available and agreed upon in writing by the Parties.

- ii. Option 2. Prior to the dissolution date, the Parties shall discuss options for a successor to act as the administrator, manager, and fiscal agent of the RHTF; and each Party's recommendation shall be presented to the 501(c)(3) Board through their representatives on the Oversight Board. If the recommended successor is approved by the Oversight Board, then Beaufort County may contract with the approved successor if necessary. Following approval of a successor, the RHTF funds, administration and management shall be transferred to the approved successor.*

The Parties agree that each Party shall express its preferred Dissolution Option to its Board representative, whereby said representative shall express said Dissolution Option preference by voting appropriately at a Board meeting during the dissolution process.

- 6. Section 6 "Fiscal Agent" shall be removed and replaced as follows:

Section 6 Administration and Fiscal Agent.

The Parties agree a 501(c)(3), including BJHT, Inc., shall act as the fiscal agent of the RHTF. The entity shall manage the financial relationship with the Parties and is solely responsible for providing the reports to each Party as required in this Agreement.

- 7. Miscellaneous.
 - a. Except as specifically amended herein, all other terms and conditions of the Agreement shall remain in full force and effect.
 - b. The Amendment may be executed in counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.
 - c. This Amendment shall be governed by and construed in accordance with the laws of the State of South Carolina, without regard to its conflict of laws principles.

This Amendment is signed by the authorized representatives of the Parties set forth below and is effective as of the Effective Date.

(Signature Page to Follow)

IN WITNESS WHEREOF, the Parties hereto have executed this Amendment 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: _____

BEAUFORT-JASPER COUNTIES

HOUSING TRUST FUND PROPOSAL AND IMPLEMENTATION PLAN



ASAKURA
ROBINSON

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FIVE RHTF PRIORITIES

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APPENDIX

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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.

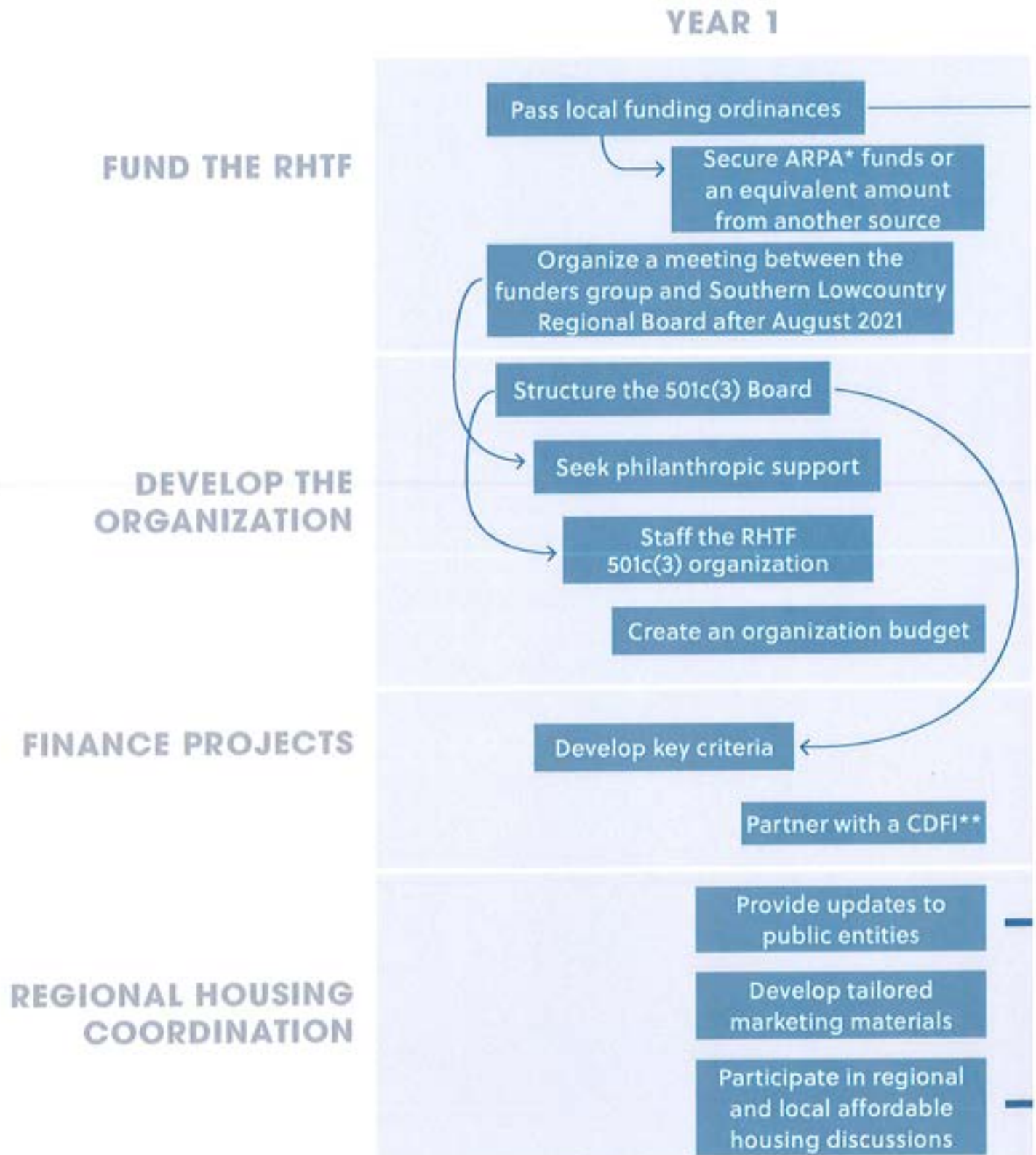
Action Plan Instructions and Timeline

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

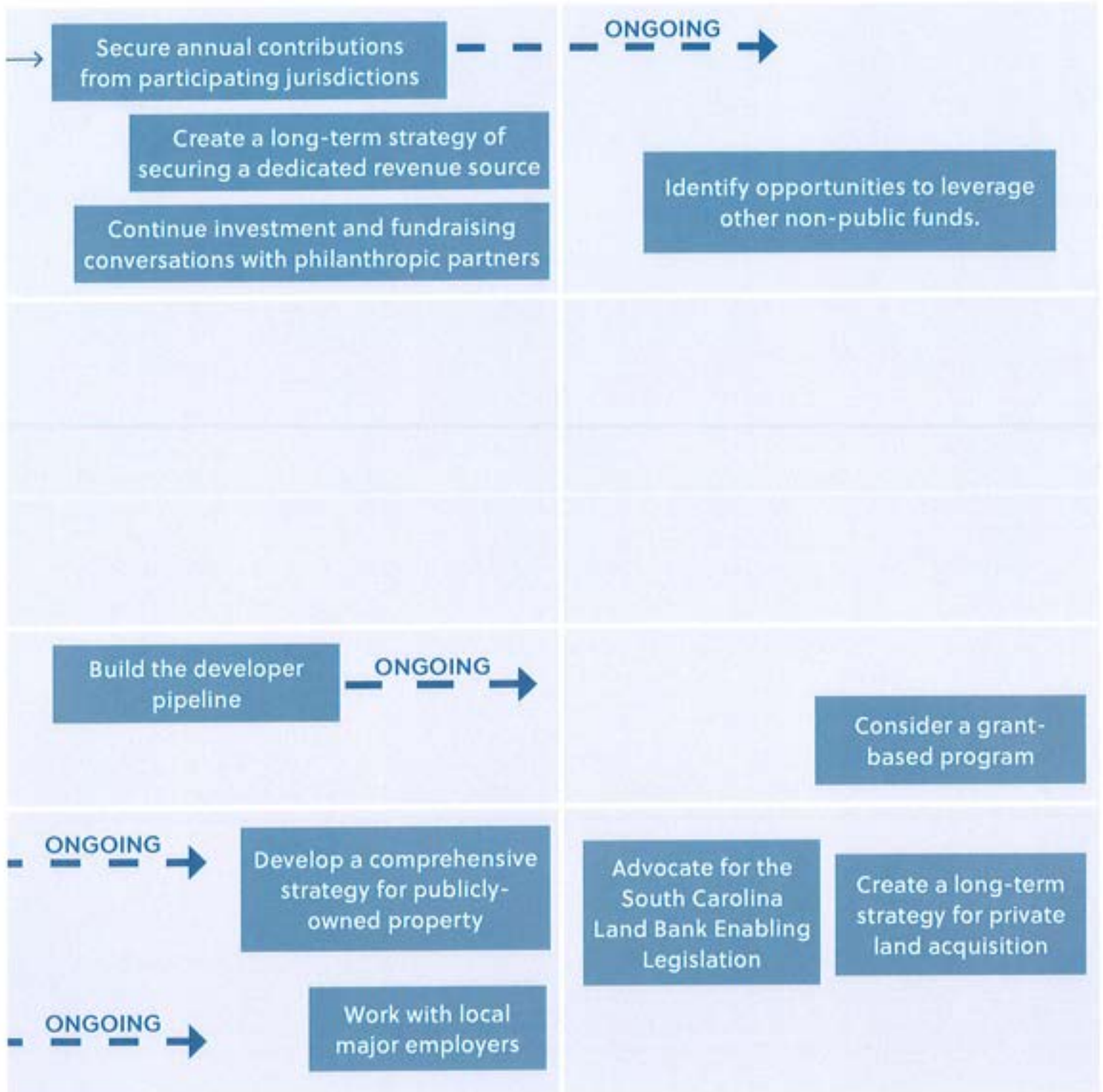


* ARPA- The American Rescue Plan Act of 2021 (ARPA)

** 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
Beaufort County Household Income Needed to Afford Median Gross Rent	\$48,080	
Jasper County Household Income Needed to Afford Median Gross Rent	\$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

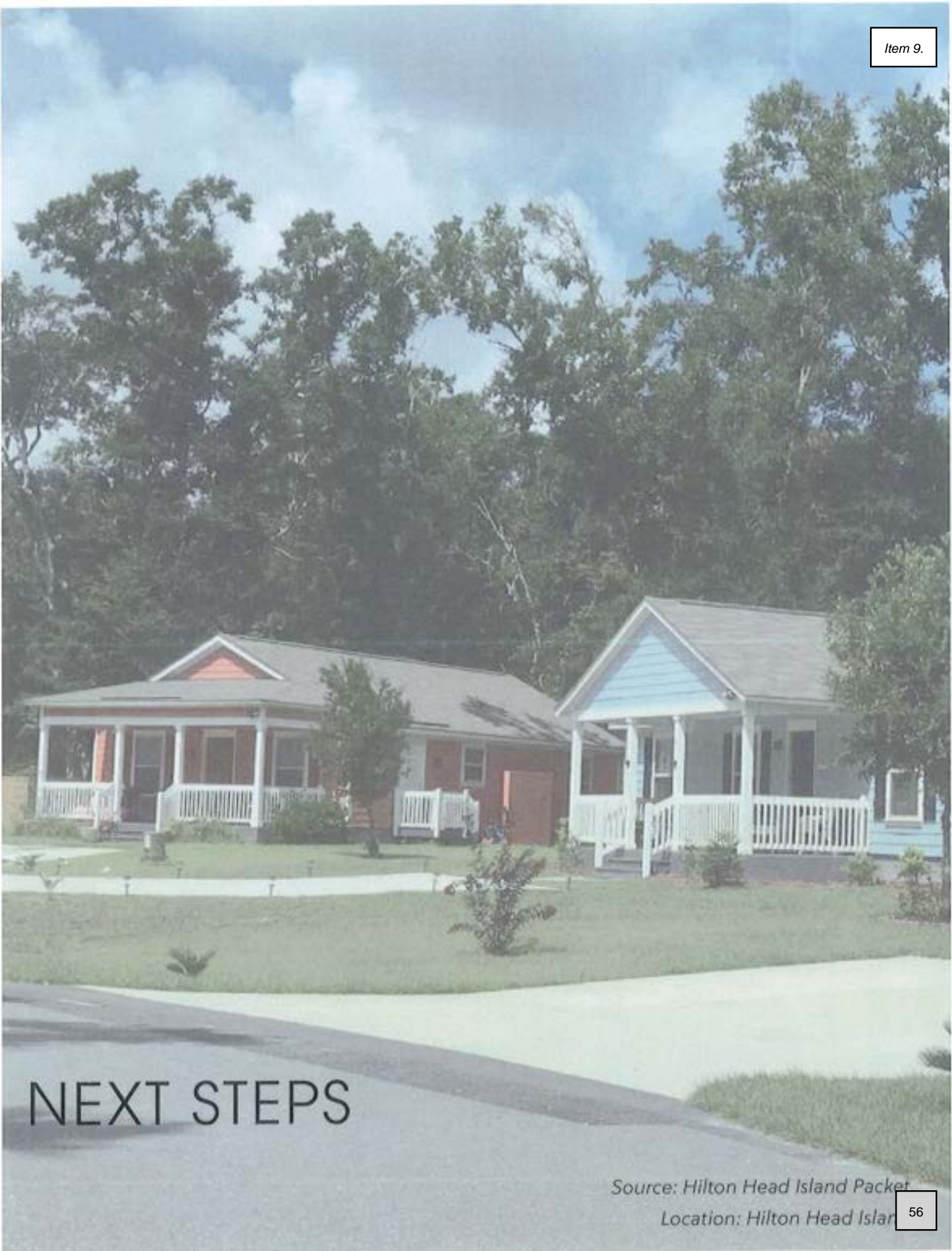
The mission of the Beaufort-Jasper Regional Housing Trust Fund is to create and preserve affordable housing in the Beaufort and Jasper Counties.

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

Funding Timeline

- Final RHTF Proposal & Implementation Plan August 2021
- Commitment of Public Funding Sources Q4 2021
- Formalize Philanthropic Partnerships Q1 - Q3 2022
- Staffing of New Organization Q2 2022
- RHTF Public Launch: Accepting Applications Q4 2022

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 year¹.

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.

¹ 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
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

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

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

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

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
Operating costs							
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
Staffing Costs	Base Salary	Base + Fringe	Base Salary	Base + Fringe + COLA	Base Salary	Base + Fringe + COLA	
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	
Total	\$255,675		\$261,300		\$267,789		
Anticipated Year 1 budget of \$255,000							

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/018915/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
Total Combined	10,360	

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

Item 9.

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 children's 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.

- 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.

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

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



BEAUFORT COUNTY COUNCIL AGENDA ITEM SUMMARY

Item 10.

ITEM TITLE:
DISCUSSION: State A-Tax Review
MEETING NAME AND DATE:
Finance Committee, February 18 th , 2025
PRESENTER INFORMATION:
Tab Tabernik
ITEM BACKGROUND:
State A tax Review of Awards in partnership with USC- Beaufort
PROJECT / ITEM NARRATIVE:
FISCAL IMPACT:
STAFF RECOMMENDATIONS TO COUNCIL:
N/A
OPTIONS FOR COUNCIL MOTION:
N/A- Discussion Item only

Method to improve funding of Historic, Cultural, and Ecological Attractions in Beaufort County.

Background: Beaufort County is rich in historical, cultural, and ecological treasures. These treasures offer the opportunity to become attractions for educating residents, children, students, and visitors. Some examples include: Mitchelville; Altamaha Town, Fort Freemont, Fort Frederick, Santa Elena, Mather School, Port Royal Sound Maritime Center, Burton Wells Park, Widgeon Point Park, Crystal Lake Park, and others. Tourism is a major economic driver for Beaufort County, Tourism generates Accommodations Tax collections. Atax funds have been used to support the development of tourism Attractions.

Opportunity: A consistent, fair, transparent, results-oriented, means of evaluating the impact of funding will improve success and may attract additional funding from other private and public sources. Such a process has been successfully used in Europe for decades. A scoring system is used which results in a Green (all is good), Yellow, (some things are good, some things need improvement), or red (lots of potential but residents and visitors are likely to be disappointed in the experience unless improvements are made).

Process: An independent group of (such as the Hospitality and Tourism students at USCB) will recommend the criteria to be applied to each Attraction. Examples include:

- Is the story of the attraction communicated in an effective and engaging manner?
- Is the attraction open for reasonable hours per week?
- Is there an interesting experience for residents and visitors?
- Are there docents or interpretive volunteers?
- Are there restrooms?
- Is there sufficient dedicated parking?
- Is there an effective Board?

Sample reviews were conducted and are attached.

USE: The evaluation report will be used by County ATAX Advisory Committees and will be included in recommendations to council.

Recommendation: Each Attraction does not need to be evaluated each year. The recommendation is to budget \$20,000 annually which will provide funding to evaluate 4 or 5 attractions each year.



First Shore Attraction Evaluation

Dr. John Salazar, Director

Dr. Nancy Hritz, Assistant Director

Dipl.-Soz. Anton Abraham, Research Associate

Method

This attraction evaluation was created using modified items and scoring protocol from Visit England. The evaluation is used specifically for Visit England accreditation for visitor attractions (<https://www.visitbritain.org/>). The items were modified in language to be more applicable to the United States. In addition, the survey was selected as it mirrors First Shore's current criteria in their ranking system for attractions (<http://firstshore.org/site/rules/>).

A team of evaluators was trained in the survey protocol. Then, four (4) individual evaluators made unannounced visits to each attraction. The evaluators made independent assessments of the attraction using criteria in the three subcategories of pre-arrival, arrival and the attraction itself. Details of the rating criteria used in each of these three areas can be found at the conclusion of this report. A score from zero to five was given for each item with

- 5 = excellent
- 4 = very good
- 3 = good
- 2 = disappointing
- 1 = poor
- 0 = unacceptable

The visits were throughout the week and different times of day from May 2-23, 2016. At the conclusion of the visit, evaluators calculated a percentage score for the overall attraction as well as the categories of pre arrival, arrival, and attraction. Not every attraction provided all of the features/services listed on the evaluation form. Where this was the case, the item was deleted from the assessment process with no detrimental effect on the overall outcome.

Inter rater reliability

The evaluator's assessments were examined for inter rater reliability, which is a numerical statistic to ensure that the survey is consistent in its measurement. The score was .903 which was high inter rater reliability.

Attraction rating

The percentage scores for attraction rating were consolidated from the four independent evaluations and used to place the attraction into the green, yellow and red ranking system of First Shore as follows:

- Green ranking: 70 – 100%
- Yellow: 50 – 69%
- Red: 49% and below



Scoring key First Shore Visitor Attraction Evaluation

Pre-arrival

Online presence

- The evaluator will try different searches to see how easy the website is to find. When they have located the site, they will spend time testing the functions of the site.
- The evaluator will ready visitor review and feedback on prominent review sties and look at any linked content on social media sites.
- The evaluator will examine the site for information on how to plan a trip to the attraction, such as directions, hours of operation, and ticket information.

Printed marketing materials (brochure/rack cards)

- The evaluator will examine the clarity of printed marketing materials for font size, type and color, weight and quality of the paper, and quality of the photographs
- The accuracy of the printed material will be checked, including promise vs. delivery, contact details, hours of operation, prices and directions.

Social media usage

- Is there a social media presence?
- Is there engagement with the visitor on social media?
- Are any events announced? Posted for view?

Arrival

Parking lot

- The evaluator will review the quality and maintenance of the parking area surface, irrespective of the type of surface.
- The evaluator will examine signage and traffic flow, as well as traffic calming measures and quality of implementation and separation of cars from pedestrians.
- Markings for parking spaces will be reviewed, as well as priority spaces for persons with disabilities.
- If parking fees are charged, how are these communicated?
- If parking fees are charged, are ticket machines and pay booths accessible for persons with disabilities?

Cleanliness of parking lot and arrival area

- Are external areas kept litter free?
- Are there sufficient trash receptacles? Are they emptied regularly enough, especially at busy periods?
- Is external seating, such as benches, kept clean?



First impressions

- The evaluator will look at all areas on the grounds and landscaping from the arrival area to buildings.
- They will check the condition of paths and levels of lighting, if lighting is likely to be required.
- Storage and working areas will be examined. Are outside dumpsters covered or hidden? Are maintenance areas tidy?

Layout and entry point management

- Is there clear freedom of movement? Is there ease of movement for individuals in wheelchairs?
- How is the visitor flow managed? Are there one-way systems for entering and exiting, multiple entry points, turnstiles, a separate entrance for groups or other appropriate arrangements? Where there are potentially areas where standing in line might be lengthy, is there any “entertainment” present such as video screens or signs to promote key features and build up anticipation?
- Is there an alternative entry and exit for individuals in a wheelchair?

Visitor information and signage

- The evaluator will examine the presence of visitor information and signage. This can take the form of printed material, whiteboards, bulletin boards, chalkboards, or other type of signage.
- Is this information easy to read and assist visitors in their orientation to the site?
- Is the information found in appropriate locations around the attraction?

Attraction

Layout and visitor flow

- How is visitor flow managed? This may take the form of free flow, managed sequential flow, or chronological flow. The evaluator will examine footpaths marking the flow, storyboards, timelines, or similar flow markers. Are these well thought out? Do they confuse the visitor?
- Are there areas where visitors might be bottlenecked or areas with forced two-way flows which may impede movement?
- Does space allow for visitors to line up when necessary?
- Are the needs of visitors met? Are there special trails for adults and children with learning disabilities, children’s trails, outdoor walks and farm trails? Are trails marked to show distances and duration?

Visitor information and signage

- The evaluator will look at the use of signage.
- How practical and effective is the positioning? Do buildings, vegetation, or other object obscure any signage?
- Are any signs confusing to the visitor?
- Are signs well maintained and durable with up to date information and directions?
- How easy to read are the signs? Do they have upper and lower case lettering, a clear font, text over images, and strong contrast between text and background?
- If an accessible or ramped area is provided, is it well signed?

Appearance of grounds and gardens

- The evaluator will look at the general maintenance of all grounds and gardens within the attraction. Are lawns and flower beds well maintained? Consideration will be given to the time of the year.



- Are pathways in good condition?
- Are fences and gates in good condition?

Appearance of buildings (exterior)

- The general maintenance of the exterior of the buildings on site will be looked at, this includes the main building or buildings and other outlying buildings within the attraction area.
- The evaluator will look at the exterior decoration, gutters, and pipes.
- The evaluator will also review roadways and paths of the attraction.

Décor and maintenance of buildings (interior)

- All buildings the visitor has access to will be reviewed.
- The quality and condition of the décor will be access including painting of walls and ceilings, woodwork, wallpaper ad wall fabrics.
- If there is no décor required, the evaluator will look at the quality and appearance of the materials from which the building was constructed.
- The quality, condition and appropriateness of the flooring will be examined.

Safety and cleanliness of attraction

- Have steps been taken to ensure visitors can move around safely? Are pillars, doors, and any other hazardous areas clearly marked?
- The evaluator will look for evidence of regular and effective cleaning schedules within the attraction.
- Is there attention to detail, especially at eye level and at areas where dust may collect, such as light fixtures?
- Are grounds and gardens within the attraction litter free?

Cleanliness of restrooms

- The evaluator will look at the restrooms throughout the attraction for evidence of cleaning schedules and overall cleanliness.
- The evaluator will review all aspects of the restroom facility: walls, floors, handles, sanitary trash receptacles, sinks, soap dispensary, hand driers and/or towels

Quality of content and experience evaluation items:

Quality of interpretation – fixed

- The evaluator will look at the relevance of information on display boards, printed material or signs.
- Is the information easy to read and understand?
- Is the information relevant and engaging, helping to keep the visitor interested in the subject?
- If technical terms are used, are these explained?

Provision, location and layout of restrooms

- Are there enough restrooms to cater to an average number of visitors?
- Are they placed in good locations?

Staff appearance, service and knowledge

- The evaluator will examine if staff is dressed appropriately for the role they are carrying out.



- Does staff have customer friendly attitude when interacting with visitors, do they go the extra mile to make visitors feel welcome and special?
- Are staff knowledgeable given their role?

Retail (only if applicable)

Ease of use and visitor flow

- How easily can customers browse, access merchandise, and make purchases?
- Do displays and selves block sightlines? Do floor basket displays impede access?
- The retail space may be in a shared space, such as the entrance. If so, are there dedicated check out areas for each? Does each function adversely affect the area?
- Is there space for persons using a wheelchair?

Display units, fittings and lighting

- The evaluator will examine the quality and condition of the display units and other fixtures and fittings within the retail space such as counters, registers, and light fixtures.
- The retail environment should be easy to browse and welcoming for all customers.

Presentation of merchandise

- Are displays imaginative with the use of different types of displays?
- How effective is the lighting? Does it illuminate the products and enhance the overall experience?
- Are stock levels maintained with shelf items pulled forward, stock rotated and perishable items in date?
- Are testers available for appropriate items such as hand creams?
- If plants are sold, are they laid out appropriately with items at an accessible height and clear labeling to show colors and care?

Range and appropriateness of merchandise

- Does the range of merchandise match the theme of the attraction?
- Does the product range reflect current exhibitions?
- How suitable is the range of merchandise for the visitor mix? The evaluator will consider the needs of children, adults, enthusiasts, specialists and any overseas visitors. For example, are items in another language available for overseas visitors?
- Are items in a wide range of prices?

Food and beverage (only if applicable)

Layout and ease of use

- Is there well organized line management? This could either be forced flow or free flow, depending on the area
- Can the visitor maneuver comfortably around the facility, including between the seats? Does the seating fit the visitor mix? For example if there room for persons in wheelchairs or space for a child's/baby buggy?
- Does counter service have a logical layout? Are there clear menu item sections, for example, cold food all together?
- Are self-service counter items clearly visible, priced and within the customer's reach?
- Are there an appropriate number of registers available to manage with busy periods?



- If outdoor seating is available, is it conveniently located?

Ambience, decoration, furniture and fittings

- The evaluator will look at the character and atmosphere in each food and beverage outlet
- Is the facility themed?
- Is there music and does this enhance or hinder?
- Is there choice of seating with and without armrests?
- Are food display cabinets for both hot and cold food well maintained?
- Are counters, payment areas, cutlery/condiment stations, menu boards well maintained?

Food: range and menus

- Are there healthy options available, vegetarian options, dishes using local ingredients, children's food, allergen free alternatives (such as dairy free, wheat free, gluten free, lactose free, or nut free)?
- Is the menu imaginative, unusual or themed?
- Is there a print menu available with 16 point font?
- Is staff available, even if a self-service outlet?

Food: quality and presentation

- Has attention to detail been demonstrated in the way cold food is displayed in self service outlets or served to the table?
- Does hot food look fresh? The evaluator will take into account the color of the vegetables and the consistency of sauces.
- Is hot food served hot and on a hot plate?
- Is the food served as described on the menu?
- Is there quality in ingredients, preparation and cooking?



First Shore Visitor Attraction Evaluation Form

Pre-arrival	5 = Excellent	4 = Very good	3 = Good	2 = Disappointing	1 = Poor	0 = Unacceptable	Your score	
Online presence	5	4	3	2	1	0		Subtotal:
Printed marketing materials (brochure/rack cards)	5	4	3	2	1	0		/15
Social media usage	5	4	3	2	1	0		%

Arrival	5 = Excellent	4 = Very good	3 = Good	2 = Disappointing	1 = Poor	0 = Unacceptable	Your score	
Parking lot	5	4	3	2	1	0		
Cleanliness of parking lot arrival area	5	4	3	2	1	0		Subtotal:
First impressions	5	4	3	2	1	0		
Layout and entry point management	5	4	3	2	1	0		/25
Visitor information and signage	5	4	3	2	1	0		%

Attraction	5 = Excellent	4 = Very good	3 = Good	2 = Disappointing	1 = Poor	0 = Unacceptable	Your score	
Layout and visitor flow	5	4	3	2	1	0		
Visitor information and signage	5	4	3	2	1	0		
Appearance of grounds and gardens	5	4	3	2	1	0		
Appearance of buildings (exterior)	5	4	3	2	1	0		
Décor and maintenance of buildings (interior)	5	4	3	2	1	0		
Safety and cleanliness of attraction	5	4	3	2	1	0		
Cleanliness of restrooms	5	4	3	2	1	0		
<i>Quality of content and experience items:</i>								Subtotal:
Quality of interpretation – fixed	5	4	3	2	1	0		
Furnishing, location and layout of restrooms	5	4	3	2	1	0		/
Staff appearance, service and knowledge	5	4	3	2	1	0		%

Retail (if applicable)	5 = Excellent	4 = Very good	3 = Good	2 = Disappointing	1 = Poor	0 = Unacceptable	Your score	
Ease of use and visitor flow	5	4	3	2	1	0		
Display units, fittings and lighting	5	4	3	2	1	0		Subtotal:
Presentation merchandise	5	4	3	2	1	0		/20
Range and appropriateness of merchandise	5	4	3	2	1	0		%

Food and beverage (if applicable)	5 = Excellent	4 = Very good	3 = Good	2 = Disappointing	1 = Poor	0 = Unacceptable	Your score	
Layout and ease of use	5	4	3	2	1	0		
Ambience, decoration, furniture & fittings	5	4	3	2	1	0		Subtotal:
Food: range & menu	5	4	3	2	1	0		/20
Food: quality & presentation	5	4	3	2	1	0		%



First Shore Visitor Attraction Evaluation Results

Port Royal Sound Foundation

Categories Evaluated	Subtotal %
Pre-Arrival	
Online presence	85.0%
Printed marketing materials (brochure/rack/cards)	85.0%
Social media usage	75.0%
	81.7%
Arrival	
Parking lot	80.0%
Cleanliness of parking lot arrival area	85.0%
First impressions	90.0%
Layout and entry point management	80.0%
Visitor information and signage	70.0%
	81.0%
Attraction	
Layout and visitor flow	85.0%
Visitor information and signage	85.0%
Appearance of grounds and gardens	85.0%
Appearance of buildings (exterior)	100.0%
Décor and maintenance of buildings (interior)	95.0%
Safety and cleanliness of attraction	95.0%
Cleanliness of restrooms	75.0%
Quality of content and experience items:	
Quality of interpretation – fixed	100.0%
Furnishing, location and layout of restrooms	65.0%
Staff appearance, service and knowledge	90.0%
	87.5%
Retail (if applicable)	
Ease of use and visitor flow	60.0%
Display units, fittings and lighting	53.3%
Presentation merchandise	66.7%
Range and appropriateness of merchandise	60.0%
	60.0%
Food and Beverage (if applicable)	

Pre-arrival	81.7%
Arrival	81.0%
Attraction	87.5%
Retail	60.0%
Food & Beverage	
Rating Average	77.5%



First Shore Visitor Attraction Evaluation Results
Coastal Discovery Museum

Categories Evaluated	Subtotal %
Pre-Arrival	
Online presence	70.0%
Printed marketing materials (brochure/rack/cards)	55.0%
Social media usage	70.0%
	65.0%
Arrival	
Parking lot	65.0%
Cleanliness of parking lot arrival area	85.0%
First impressions	70.0%
Layout and entry point management	65.0%
Visitor information and signage	70.0%
	71.0%
Attraction	
Layout and visitor flow	70.0%
Visitor information and signage	60.0%
Appearance of grounds and gardens	75.0%
Appearance of buildings (exterior)	60.0%
Décor and maintenance of buildings (interior)	85.0%
Safety and cleanliness of attraction	75.0%
Cleanliness of restrooms	70.0%
Quality of content and experience items:	
Quality of interpretation – fixed	75.0%
Furnishing, location and layout of restrooms	60.0%
Staff appearance, service and knowledge	80.0%
	71.0%
Retail (if applicable)	
Ease of use and visitor flow	70.0%
Display units, fittings and lighting	75.0%
Presentation merchandise	75.0%
Range and appropriateness of merchandise	80.0%
	75.0%
Food and Beverage (if applicable)	

Pre-arrival	65.0%
Arrival	71.0%
Attraction	71.0%
Retail	75.0%
Food & Beverage	
Rating Average	70.5%



First Shore Visitor Attraction Evaluation Results

Friends of Fort Freemont

Categories Evaluated	Subtotal %
Pre-Arrival	
Online presence	65.0%
Printed marketing materials (brochure/rack/cards)	50.0%
Social media usage	70.0%
	61.7%
Arrival	
Parking lot	45.0%
Cleanliness of parking lot arrival area	55.0%
First impressions	55.0%
Layout and entry point management	50.0%
Visitor information and signage	45.0%
	50.0%
Attraction	
Layout and visitor flow	40.0%
Visitor information and signage	35.0%
Appearance of grounds and gardens	40.0%
Appearance of buildings (exterior)	60.0%
Décor and maintenance of buildings (interior)	60.0%
Safety and cleanliness of attraction	40.0%
Cleanliness of restrooms	20.0%
Quality of content and experience items:	
Quality of interpretation – fixed	45.0%
Furnishing, location and layout of restrooms	25.0%
Staff appearance, service and knowledge	0.0%
	40.6%
Retail (if applicable)	N/A
Food and Beverage (if applicable)	N/A

Pre-arrival	61.7%
Arrival	50.0%
Attraction	40.6%
Retail	
Food & Beverage	
Rating Average	50.7%



BEAUFORT COUNTY COUNCIL AGENDA ITEM SUMMARY

Item 11.

ITEM TITLE:
THE REAPPOINTMENTS OF THOMAS SHEAHAN, NICHOLAS MESENBURG, LESLIE FLORY, ANNE ESPOSITO, HOWARD ACKERMAN & CHRISTOPHER BUTLER TO THE AIRPORTS BOARD FOR A TWO-YEAR TERM WITH AN EXPIRATION DATE OF FEBRUARY 2027
MEETING NAME AND DATE:
Finance, Administration, & Economic Development February 18, 2025
ITEM BACKGROUND:
Currently, five (5) board members are up for reappointment. Per Sec. 6-28. – Membership: The Airports Board will consist of 11 members who are committed to the purpose and goals of the BCAB and who have the business and professional experience to help ensure the success and the enhancement of both Beaufort County airports. All appointments and reappointments to the Airports Board must be approved by County Council
PROJECT / ITEM NARRATIVE:
Each of these members has met the attendance requirements and are being recommended for reappointment by Airports Board staff liaisons.
FISCAL IMPACT:
N/A
STAFF RECOMMENDATIONS TO COUNCIL:
Staff recommends approval of the above reappointments, as they are necessary to maintain the board's full membership and allow it to continue effectively fulfilling its advisory role.
OPTIONS FOR COUNCIL MOTION:
Motion to approve and move forward to County Council



LETTER OF INTENT

October 17, 2024

Nicholas Mesenburg
60 Grand Oaks Wat way
Beaufort, SC 29907

To Whom it may concern:

This is a statement to verify the intention that I, Nicholas Mesenburg, am seeking reappointment to the Beaufort County Airports Board. This will go into effect on February 1, 2025.

Sincerely,

Nicholas Mesenburg



LETTER OF INTENT

October 17, 2024

Anne Esposito
54 Wexford on the Green
Hilton Head Island, SC 29928

To Whom it may concern:

This is a statement to verify the intention that I, Anne Esposito, am seeking reappointment to the Beaufort County Airports Board. This will go into effect on February 1, 2025.

Sincerely,



Anne Esposito

County Council of Beaufort County

HXD • 120 Beach City Road • Hilton Head Island • SC 29926 • 843.255.2942 • HiltonHeadAirport.com
ARW • 39 Airport Circle • Beaufort • SC 29907 • 843.255.2974 • BeaufortCountyAirport.com



HILTON HEAD ISLAND
AIRPORT



LETTER OF INTENT

October 17, 2024

Howard Ackerman
6 Tattnall Place
Hilton Head Island, SC 29928

To Whom it may concern:

This is a statement to verify the intention that I, Howard Ackerman, am seeking reappointment to the Beaufort County Airports Board. This will go into effect on February 1, 2025.

Sincerely,



Howard Ackerman

County Council of Beaufort County

HXD ▪ 120 Beach City Road ▪ Hilton Head Island ▪ SC 29926 ▪ 843.255.2942 ▪ HiltonHeadAirport.com
ARW ▪ 39 Airport Circle ▪ Beaufort ▪ SC 29907 ▪ 843.255.2974 ▪ BeaufortCountyAirport.com



LETTER OF INTENT

October 17, 2024

Christopher Butler
8 Indigo Loop
Beaufort, SC 29907

To Whom it may concern:

This is a statement to verify the intention that I, Christopher Butler, am seeking reappointment to the Beaufort County Airports Board. This will go into effect on February 1, 2025.

Sincerely,


Christopher Butler



LETTER OF INTENT

October 17, 2024

Thomas Sheahan
19 Ensis Road
Hilton Head Island, SC 29928

To Whom it may concern:

This is a statement to verify the intention that I, Thomas Sheahan, am seeking reappointment to the Beaufort County Airports Board. This will go into effect on February 1, 2025.

Sincerely,

Thomas Sheahan



BEAUFORT COUNTY COUNCIL AGENDA ITEM SUMMARY

Item 12.

ITEM TITLE:
RECOMMEND APPROVAL OF THE REAPPOINTMENT OF PAUL JERNIGAN TO THE BOARD OF ASSESSMENT APPEALS FOR A FOUR-YEAR TERM WITH THE EXPIRATION DATE OF FEBRUARY 2029.
MEETING NAME AND DATE:
Finance, Administration, & Economic Development February 18, 2025
ITEM BACKGROUND:
The Beaufort County Board of Assessment Appeals is responsible for reviewing and ruling on property assessment disputes brought by taxpayers. Per Sec. 66-82. - Composition; terms; vacancies – this is a nine (9) member board currently with four (4) vacancies. Appeals and other hearings may be conducted by panels of five members chosen from among the nine members of the board. Three members of the panel shall constitute a quorum, unless the parties agree to a lesser number. When only three members of the panel are present to conduct a hearing, the decision of the panel must be unanimous.
PROJECT / ITEM NARRATIVE:
Mr. Jernigan is being recommended for reappointment by BAA Board staff liaisons.
FISCAL IMPACT:
N/A
STAFF RECOMMENDATIONS TO COUNCIL:
Staff recommends approval of the above reappointment. Maintaining experienced members like Mr. Jernigan will help ensure the board continues to function effectively.
OPTIONS FOR COUNCIL MOTION:
Motion to approve and move forward to County Council

From: [Rigg, Elizabeth](#)
To: [Evans, Octavia](#)
Subject: RE: Letters of Intent
Date: Friday, February 7, 2025 10:19:22 AM
Importance: Low

Letter of intent from Chairman Paul Jernigan.

Thanks

Liz

From: Paul Jernigan <sailintobeaufort@yahoo.com>
Sent: Friday, February 7, 2025 10:17 AM
To: Rigg, Elizabeth <erigg@bcgov.net>
Subject: Re: Letters of Intent

[EXTERNAL EMAIL] Please report any suspicious attachments, links, or requests for sensitive information to the Beaufort County IT Division at helpdesk@bcgov.net or to 843-255-7000.

To whom it may concern;

This is verify that I Paul R. Jernigan am seeking re-appointment the Beaufort Board of Assessment Appeals.

My current term expires February 2025. Thank you for your consideration.

Sincerely
Paul Jernigan

Sent from my iPad

On Feb 7, 2025, at 9:47 AM, Rigg, Elizabeth <erigg@bcgov.net> wrote:

Good Morning Gentlemen,

Our admin representative, Octavia is back after being out of the office for 6 weeks. She has requested letters of intent for those BAA members whose terms are expiring. Just type up, sign and email back to me as soon as you can. County