

Legislative Oversight Committee

South Carolina House of Representatives

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Columbia, South Carolina 29211

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Extension Request Guidelines

Restructuring & Seven-Year Plan Report

March 11, 2015

EXTENSION REQUEST GUIDELINES

Background

Section 1-30-10(G) requires agencies to submit an Annual Restructuring Report and Seven-Year Plan. Legislative Oversight Standard Practices 4.1 and 6.1 state the Legislative Oversight Committee (“Committee”) shall provide agencies with a uniform format for submitting their Annual Restructuring Report and Seven-Year Plan to the House.

The Committee provided agencies the uniform format for these reports. The correspondence with the Report Guidelines, and the actual Report Guidelines, stated the deadline for agencies to submit their completed reports.

The Committee has received a request from the agency for an extension in which to provide the agency’s completed report. Pursuant to the Committee’s Standard Practice 1.2 and Committee Rule 7.1, the following procedures apply to these types of Requests for Extension:

4.1.1 The Chairman may, for reasons he determines as good cause, provide an agency an extension to submit its Annual Restructuring Report.

4.1.2 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

4.1.3 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

6.1.1 The Chairman may, for reasons he determines as good cause, provide an agency an extension to submit its Seven-Year Plan.

6.1.2 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

6.1.3 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

Submission Process

Please complete the Extension Request Form included on the following pages. All forms should be submitted electronically to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Word) and saved as a PDF for online reporting. The signed copy of the complete Extension Request Form should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

Note the Extension Request Forms will be published online.

EXTENSION REQUEST FORM

RESTRUCTURING & SEVEN-YEAR PLAN REPORT

SC State Housing Finance & Development Authority

I. Extension Requested

1. List the Sections for which the Agency is Requesting an Extension:	<i>Entire Report</i>
2. State the date the agency originally received the report guidelines:	<i>03-02-15</i>
3. State the date the agency submitted this request for an extension:	<i>03-26-15</i>
4. State the original deadline for the report:	<i>03-31-15</i>
5. State the number of additional days the agency is requesting:	<i>3</i>
6. State the new deadline if the additional days are granted:	<i>04-03-15</i>

II. History of Extensions

1. List the years in which the agency previously requested an extension, putting the years the extension was granted in bold:	<i>Since this is the first year we have been required to submit this report, we have never asked for an extension.</i>
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EXTENSION REQUEST FORM

RESTRUCTURING & SEVEN-YEAR PLAN REPORT

III. Organizational Knowledge

Please attach an agency organization structure. Below, and if needed attach additional pages, list all individuals considered upper management at the agency with the section(s) of the agency they oversee and their date of hire.

Position	Section of Agency	Date of Hire	Name
Agency Director	Agency Director	05-04-1992	Valarie M. Williams
Deputy Director	Program	05-07-1984	Ed Knight
Deputy Director	Administration	04-28-1986	Richard Hutto
General Counsel	Executive/Legal	09-07-2004	Tracey Easton
Internal Auditor	Executive/Audits	01-04-2010	Wayne Sams

IV. Good Cause

Please state below good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to two (2) pages.

As of today, March 27, 2015, the report is prepared and is in final review by the agency's Executive Director and Board Chairman.

A requirement of the report is that it be reviewed and signed by the Chairman of the agency's Board. Unfortunately our Chairman is unavailable for signature until April 1, 2015.

By granting just a one day extension we will be able to submit this report in complete form.

EXTENSION REQUEST FORM

RESTRUCTURING & SEVEN-YEAR PLAN REPORT

V. Verification

I have reviewed and approved the information provided in this Extension Request Form. The information contained in this form is complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date):

(Type/Print Name):


Valarie M. Williams

VI. Committee Response

Leave this Section blank. The Chairman will complete this Section after fully considering the agency's request.

Sections for which an Extension is Granted:	Entire Report
Number of Additional Days Granted:	3 days
New Deadline for Agency Response:	April 3, 2015

RESTRUCTURING & SEVEN-YEAR PLAN

South Carolina State Housing Finance and Development Authority (SC Housing)

Date of Submission: *March 31, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
Agency Director	Valarie M. Williams	12/11/2007	valarie.williams@schousing.com
Previous Agency Director	Eugene A. Laurent	11/01/2004	NA

	Name	Phone	Email
Primary Contact:	Clayton Ingram	803-896-9520	clayton.ingram@schousing.com
Secondary Contact:	Richard Hutto	803-896-8664	richard.hutto@schousing.com

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	YES
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

Current Agency Director South Carolina State Housing Finance and Development Authority

(Sign/Date):

(Type/Print Name):

Valarie M. Williams, Executive Director

If applicable, Board/Commission Chair

(Sign/Date):

(Type/Print Name):

Christopher N. Union, Chairman

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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. Please refer to the **Historical Perspective Chart**.

B. Purpose, Mission and Vision

1. Please refer to the **Purpose/Mission/Vision Chart**.

C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).
2.
 - **Please refer to the agency's 2014 Accountability Report (attached) where most of this information has been previously and extensively reported.**
 - **Please refer to the MS Excel spreadsheet named "V. Key Performance Measurement Processes"**

As a result of an agency wide reevaluation of our Strategic Plan, undertaken in conjunction with the new Accountability Report, many, if not all, of these performance measures have recently been restructured or newly implemented. Trend data is therefore insufficient at this time.

ORGANIZATIONAL PROFILE

II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
 - a. Please refer to the **Key Deliverables Chart**.

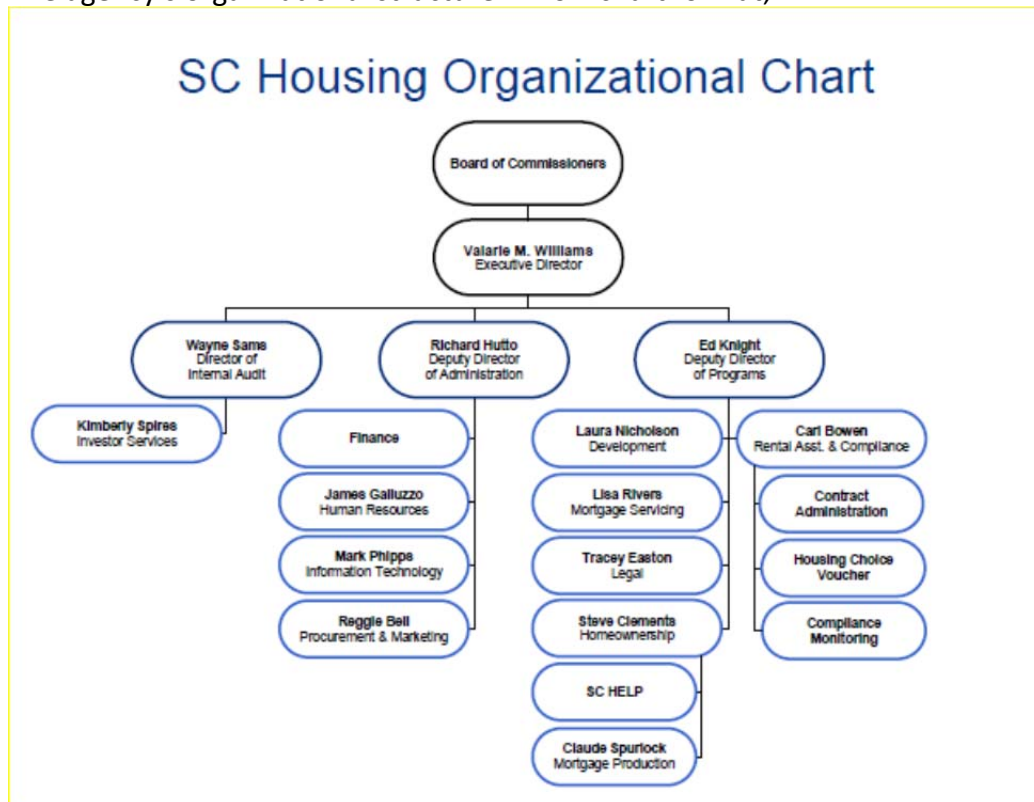
Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

2. The agency's key customers and their requirements and expectations;
 - a. Please refer to the **Key Customers Chart**.
3. The agency's key stakeholders (other than customers);
 - a. Please refer to the **Key Stakeholders Chart**.
4. Other state agencies which have the biggest impact on the agency's mission success;
 - a. Please refer to the **Key Partner Agency Chart**.
5. The agency's performance improvement system(s);

SC Housing utilizes the Employee Performance Management System (EPMS), as a performance improvement system for all employees. The Executive Director is evaluated by the Agency Head Salary Commission.

SC Housing utilizes program appropriate performance measures as a performance improvement system for all programs.

6. The agency's organizational structure in flow chart format;



7. Details about the body to whom the Agency Head reports;
 - a. Please refer to the **Overseeing Body Chart**.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

8. Please refer to the [Major Program Areas Chart](#).
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

The most significant challenges to SC Housing in achieving its mission are the limitations incurred by being a governmental agency and the uncertainty of bond cap allocations. While SC Housing has been very successful in achieving its mission, these two issues continue, at times, to exist as significant constraints.

First, being a governmental agency has its limitations and associated complications. Many housing finance agencies have been allowed by their sponsoring states to become quasi-governmental agencies and, in some cases, to become private organizations. This allows the agencies to react more quickly to changing market conditions, similar to more traditional financial institutions.

Second, the uncertainty of the amount of the state's private activity tax exempt bond cap allocation that will be available to SC Housing creates constraints. Many other southeastern states have set allocations of their state's bond cap that are earmarked for single- and multi-family housing revenue bond programs. This allows those housing finance agencies to effectively manage the allocation of bond proceeds within a fixed budget, so that the flow of resulting mortgages can be reasonably controlled through the use of forecasting and loan production models. At present, SC Housing must request bond cap each year, with no guarantee or expectation in advance as to the amount or availability of the bond cap. Although a recent surplus of bond cap has ameliorated the uncertainty, this method of allocation creates a more difficult process for controlling activity and production and will continue to be a concern in the future.

II. Laws (Statutes, Regulations, Provisos)

This section asks for state and federal statutes, regulations and provisos ("Laws") which apply to the agency.

1. Please refer to the [Legal Standards Chart](#).

IV. Reports and Reviews

This section asks for information about reports the agency is required to submit to a legislative entity and the agency's internal review process.

1. Please refer to the [Agency Reporting Requirements Chart](#).
2. Please refer to the [Internal Audit Chart](#).

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart . If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

Please refer to attached MS Excel workbook of the same name (V. Key Performance Measurement Processes.)

A. Results of Agency's Key Performance Measurements

Please refer to attached MS Excel workbook of the same name (V. Key Performance Measurement Processes.)

Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

Mission Efficiency

2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?)) including measures of cost containment, as appropriate?

Quality (Customer Satisfaction)

3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services)) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Operational/Work System Performance

5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?

1.) Increase outreach efforts with community and affinity groups with whom our housing mission aligns / overlaps

2.) Enhance Development Programs (e.g. HOME, Tax Credits, Housing Trust Fund) and Increase Development Program Outreach Efforts Statewide

IV. Workforce Engagement

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.

Business Operations Systems

Housing Development Software

Yardi Voyager

Emphasys - AOD

Emphasys - Lender On Line

Black Knight Financial Services

Counselor Direct

OnBase Document Mgmt

Utility Programs

Microsoft Office

Microsoft Project

Microsoft Visio

Adobe Professional

Crystal Reports

Ipswitch WS_FTP
McAfee - Antivirus
Symantec - Encryption

Operating Systems

VMware
Windows Server 2012
Windows Server 2008
Windows Server 2003
Windows 7

Relational Database Systems

MS SQL Server 2012
MS SQL Server 2005

D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?

Yes

- a. If yes, please provide the agency's suggestions.

Restructuring the agency into a private or quasi-governmental agency would introduce many efficiencies into the agencies operations. Being a governmental agency has its limitations and associated complications. Many housing finance agencies have been allowed by their sponsoring states to become quasi-governmental agencies and, in some cases, to become private organizations. This allows the agencies to react more quickly to changing market conditions, similar to more traditional financial institutions. As an example, in the current low interest rate environment, bond financing is a less viable funding source. Many housing finance agencies have entered agreements with GSEs like Fannie Mae in order to offer an expanded variety of mortgage products.. SC Housing is currently precluded from participating in these financing strategies due to state government restrictions on contractual indemnification.

VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens?

YES

If yes, go to Current/Recommended Actions Section.

Due to the diversity of the agency and its functions, this question is best addressed by considering it by Programmatic Areas. Please refer to attached MS Excel workbook named VI.B. CURRENT/RECOMMEDED ACTIONS.)

If no, skip Current/Recommended Actions Section and go to Additional Questions.

B. Current/Recommended Actions

Due to the diversity of the agency and its functions, this question is best addressed by considering it by Programmatic Areas. Please refer to attached MS Excel workbook named VI.B. CURRENT/RECOMMEDED ACTIONS.)

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.
2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?
3. Is legislative action required to allow the department/agency to implement the current or recommended actions?
4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.
5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?

- **Maintain single family lending through a new bond issuance and refunding, leading to production of 500 new first and second mortgages by June 30, 2015.**
 - **Utilize new methods to find innovative professionals to increase talent application pool by 10%.**
 - **Meet the state's IT security requirements by June 30, 2015.**
2. What are the fundamentals required to accomplish the objectives?
Adequate human resources/ additional technology/ budgetary latitude/ salary adequacy (ability to hire at salary comparable to private sector)
 3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?
Offices are located at 300-C Outlet Pointe Blvd. in Columbia
 - **Website address: www.schousing.com**
 - **General telephone number is (803) 896-9001**

Social media Presence:

 - Twitter: @SCStateHousing**
 - Facebook/SCStateHousing**
 - Linkedin: SC State Housing**
 - YouTube: scstatehousing**
 - Flickr: <http://www.flickr.com/photos/scsha/sets/>**
 4. Is there any additional information the agency would like to provide the Committee or public?
 - **The agency is self-sufficient and receives no state appropriations**
 5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
 - a. **Complete the Process 179 hours**
 - b. **Complete this Report 37.5 hours**
 6. Please refer to the **Personnel Involved Chart**.

CHARTS APPENDIX

VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart _____	1
Historical Perspective Chart _____	2
Purpose, Mission Chart _____	4
Key Deliverables Chart _____	7
Key Customers Chart _____	8
Key Stakeholders Chart _____	10
Key Partner Agency Chart _____	5
Overseeing Body Chart (General and Individual Member) _____	12
Major Program Areas Chart _____	14
Legal Standards Chart _____	16
Agency Reporting Requirements Chart _____	30
Internal Audits Chart _____	31
Personnel Involved Chart _____	32

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
South Carolina State Housing Finance and Development	II.1 V.A. 1.2.3.4.5.; B.1.	Accountability Report		Executive Budget Office	Annually
South Carolina State Housing Finance and Development		Housing Trust Fund Annual Report		Executive Budget Office	Annually
South Carolina State Housing Finance and Development	II.1; II.2.; II.4.;V.a.i;ii;iii b. c. d.i. Part VI A. B.1.2.3.4.5.6.	Office of Senate Oversight Report	Senate Oversight Commission Report	Senate	
South Carolina State Housing Finance and Development		Agency Policy Questionnaire		South Carolina Budget and Control Board (CBRE/Gensler)	Unknown
South Carolina State Housing Finance and Development	II.1.; II.2.: II.4.	Budget Report		Ways and Means Sub Committee / Senate Finance Sub Committee	Annually

NOTE: Almost all of the information requested in this report was formerly reported in the previous (pre-2014) version of the Accountability Report

Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission **during the last ten years.** NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission	Significant Programmatic Changes	Effect or Impact of Change
South Carolina State Housing Finance and Development Authority	2008		The agency's Mission and Purpose has not changed	Neighborhood Stabilization Program*	Provided resources to address foreclosures in communities.
South Carolina State Housing Finance and Development Authority	2009		The agency's Mission and Purpose has not changed	Created Homeowner Revenue Bonds	Created a structure that allows securitizing FHA insured loans to ensure Aaa bond rating.
South Carolina State Housing Finance and Development Authority	2009		The agency's Mission and Purpose has not changed	Tax Credit Assistance Program (TCAP) *	Provided additional tax credits for rental developments.
South Carolina State Housing Finance and Development Authority	2009		The agency's Mission and Purpose has not changed	Grants in Lieu of Tax Credits (Exchange)*	Provided additional tax credits for rental developments.
South Carolina State Housing Finance and Development Authority	2009		The agency's Mission and Purpose has not changed	New Issue Bond Program	Required for financially feasible bond yields.
South Carolina State Housing Finance and Development Authority	2010		The agency's Mission and Purpose has not changed	Formed SC Housing Corp.	SC Housing was required to form a nonprofit entity in order to receive funding from the U. S. Department of the Treasury from the "Hardest Hit Fund"
South Carolina State Housing Finance and Development Authority	2010		The agency's Mission and Purpose has not changed	SC HELP/ Hardest Hit Fund	Provided \$295 million in federal "Hardest Hit Fund" dollars for the mitigation of foreclosure in SC.
South Carolina State Housing Finance and Development Authority	2013		The agency's Mission and Purpose has not changed	South Carolina Mortgage Credit Certificate (MCC)	Allowed for the use of Bond Cap to be assigned to a Federal Mortgage Tax Certificate.

***NOTE:** This represents important/substantial/significant additions or changes to the agency's programs and functions. The agency's mission and purpose remain substantially the same as they were at the agency's inception. Similarly there has been no restructuring that has altered the agency Mission or Purpose.

* expired

* expired

* expired

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parenthesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
South Carolina State Housing Finance and Development Authority	1971	To perform certain listed activities related to residential housing, housing development or housing project for the benefit of the beneficiary classes.	The mission of SC Housing is to create quality affordable housing opportunities for the citizens of South Carolina	That all South Carolinians have the opportunity to live in safe, decent and affordable housing.	Purpose: Item 9 Mission: Agency Bylaws Vision: Agency Bylaws

Key Partner Agencies Chart

INSTRUCTIONS: List the names of the other **state agencies** which have the biggest impact on the agency's mission success (**list a minimum of three**); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Nature of Partnership	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
South Carolina State Housing Finance and Development Authority	Consumer Affairs	Unknown	Annual Forum; various educational presentations	NA	Procurement and Marketing
South Carolina State Housing Finance and Development Authority	Office of the Lt. Governor/Office on Aging	2008	Funding to assist low income senior citizens to obtain rental residences.	NA	Finance; Development
South Carolina State Housing Finance and Development Authority	LLR	Unknown	Various licensing and oversight	NA	
South Carolina State Housing Finance and Development Authority	University of South Carolina/Moore School of Business	2010	Annual analysis of agency economic impact and contribution	NA	all/agency wide
South Carolina State Housing Finance and Development Authority	Dept. of Employment and Workforce	2011	Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.	NA	SC HELP
South Carolina State Housing Finance and Development Authority	DHEC	2014	Review for asbestos and lead based paint in houses	NA	HOME, NSP, Tax Credits
South Carolina State Housing Finance and Development Authority	Budget and Control Board	1979	Various reporting involving bond issuance and authority. Financial oversight	NA	See SECTION 31-13-220
South Carolina State Housing Finance and Development Authority	HHS/Continuum of Care	2006		NA	Development

Agency Name: South Carolina State Hosuing Finance and Development Authority

Agency Code: L32

Agency Section: 042

Key Partner Agencies Chart

South Carolina State Housing Finance and Development Authority	DSS/Foster Care	Unknown		NA	Development
South Carolina State Housing Finance and Development Authority	SHPO/Archives and History	1993	Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties	NA	HOME, NSP, NIP, Tax Credits
South Carolina State Housing Finance and Development Authority	Dept. of Disability and Special Needs	1993	Funding to assist persons with special needs to find housing	NA	Housing Trust Fund
South Carolina State Housing Finance and Development Authority	Mental Health Dept.	2014	Funding to assist persons with special needs to find housing	NA	Housing Trust Fund, HOME, Tax Credits

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should links the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
South Carolina State Housing Finance and Development Authority	1	Mortgage Financing (Single family and Multifamily)	#1	Below market rate loans held by SC Housing; Issuance of Mortgage Revenue Bonds.	NA*	NA*	Elimination of duplicative reporting	I.A.; I.B.; I.C.; II.C.; III.A.: III.B;
South Carolina State Housing Finance and Development Authority	2	Tax Credits	#2	Banks and lending institutions IRS processes through for profit and nonprofit developers and investors	NA*	NA*	Elimination of duplicative reporting	I.A.; I.B.; I.C.; II.D.
South Carolina State Housing Finance and Development Authority	3	Mortgage Assistance (SC HELP)	#3	Approved nonprofit agencies/ limited direct grants to homeowners	The need for this is a direct result of national economic downturn at or about 2008 to the present. This program as assigned to our agency by the federal government. It will conclude Dec.31, 2017	The need for this is a direct result of nationaleconomic downturn at or about 2008 to the present. This program as assigned to our agency by the federal government. It will conclude Dec.31, 2017	Elimination of duplicative reporting	I.A.; I.B.: I.C.
South Carolina State Housing Finance and Development Authority	4	Program Administration	#4	Federal rental subsidy payments made directly to private sector property owners, management companies/agents and individual landlords on behalf of assisted families.	NA*	NA*	Elimination of duplicative reporting	I.A.; I.B.; I.C.; II.A.; II.B.; II.C.; II.D.

NOTE: *F and G presuppose that there is a "problem area" that is being addressed by agency action. This is not the case for our agency. We provide financial services that allow the acquisition of a tangible asset or a desirable circumstance. This has positive economic benefits to both the individual and the State and is generally to be encouraged rather than ameliorated.

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
South Carolina State Housing Finance and Development	Generally	SC Housing’s key customer groups are primarily dependent on the program under which the customer is classified. For the Project-Based Contract Administration, Multifamily Tax Exempt Bond Program, Low Income Housing Tax Credit and Housing Choice Voucher Programs, the primary customers are extremely-low, very-low and low-income families. For the HOME Investment Partnerships Program, South Carolina Housing Trust Fund Program and NSP the primary customers are very low- and low-income tenants, homeowners and special needs populations. For the Mortgage Bond Program, the primary customers are low-to moderate-income homebuyers. This information is detailed below.	The key requirements and expectations of these customer segments are broad, but can be integrated based on the type of financing available to produce safe, decent and affordable housing for their respective needs.	
South Carolina State Housing Finance and Development	Project-Based Contract Administration	extremely-low and very-low income families	"	Program Administration
South Carolina State Housing Finance and Development	Multifamily Tax Exempt Bond Program	very low- and low-income families	"	Mortgage Financing (multifamily) (HOME; Tax Credits)
South Carolina State Housing Finance and Development	Low Income Housing Tax Credit	very low- and low-income families	"	Tax Credits; Mortgage Financing (multifamily) (HOME)

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Key Customers Chart

South Carolina State Housing Finance and Development	Housing Choice Voucher	extremely-low and very-low income families	"	Program Administration (HOME)
South Carolina State Housing Finance and Development	HOME Investment Partnerships Program	very low- and low-income tenants, homeowners and special needs population	"	Mortgage Financing (single and multifamily) (Tax Credits; Housing Trust Fund)
South Carolina State Housing Finance and Development	South Carolina Housing Trust Fund Program	very low- and low-income tenants, homeowners and special needs population	"	Program Administration
South Carolina State Housing Finance and Development	Neighborhood Stabilization Program (NSP)	very low- and low-income tenants, homeowners	"	Program Administration
South Carolina State Housing Finance and Development	Mortgage Bond Program (MCC)	low- to moderate-income homebuyers	"	Mortgage Financing (Single family) (HOME)
South Carolina State Housing Finance and Development	SC Homeownership and Employment Lending Program (SC HELP)	homeowners experiencing temporary to long-term mortgage payment difficulty	"	Mortgage Assistance

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
South Carolina State Housing Finance and Development	Housing Choice Voucher Program	Federal government, private sector property owners, landlords, property management agencies.	Property owners and managers look for correct and timely payments and consistent application of the rules. HUD, the Internal Revenue Service and other regulatory agencies are primarily interested in compliance with rules and regulations and timely reporting and are satisfied when those expectations are met.	Program Administration
South Carolina State Housing Finance and Development	Homeownership (Mortgage Bond Program)	Lenders, brokers, bond investors, qualified borrowers	All parties look for competitive rates and down payment assistance. Lenders and borrowers expect timely answers and processing of paperwork. Investors expect sound financial management and a return on investment.	Mortgage Financing (single family)
South Carolina State Housing Finance and Development	HOME (and NSP)	Federal government, local governments, nonprofit entities, public entities, private entities	HUD and other regulatory agencies are primarily interested in compliance with rules and regulations and timely reporting and are satisfied when those expectations are met.	Mortgage Financing (single and multi family); Program Administration

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Key Stakeholder Chart

South Carolina State Housing Finance and Development	SC HELP	Lenders, homeowners, the U.S. Department of the Treasury, state, government, local governments, non-profit agencies	The US Dept. of the Treasury is primarily interested in compliance with program requirements and timely reporting of activity. Homeowners and non-profit agencies are interested in awareness of the availability of the assistance under the program and the process of how to obtain the assistance. Governmental agencies are interested in the continued availability of assistance under the program and general program requirements.	Mortgage Assistance
South Carolina State Housing Finance and Development	Low Income Housing Tax Credit	Federal government, local governments, nonprofit entities, public entities, private entities	Property owners look for correct and timely payments and consistent application of the rules. HUD and other regulatory agencies are primarily interested in compliance with rules and regulations and timely reporting and are satisfied when those expectations are met.	Tax Credits
South Carolina State Housing Finance and Development	Housing Trust Fund	State government, local government, non-profit entities	Nonprofit entities look for correct and timely payments and consistent application of the rules as well as timely processing of paperwork. Local governmental entities are interested in compliance with ordinances and codes that govern the work completed on homes and buildings.	Program Administration / Mortgage Financing rental housing
South Carolina State Housing Finance and Development	Multifamily Tax Exempt Bond Program	Federal government, local governments, nonprofit entities, public entities, private entities	Property owners look for correct and timely payments and consistent application of the rules. HUD and other regulatory agencies are primarily interested in compliance with rules and regulations and timely reporting and are satisfied when those expectations are met.	Tax Credits
South Carolina State Housing Finance and Development	Project-Based Contract Administration	Federal government, property owners, property management agencies	Property owners look for correct and timely payments and consistent application of the rules. Regulatory agencies are primarily interested in compliance with rules and regulations and timely reporting and are satisfied when those expectations are met.	Program Administration

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
South Carolina State Housing Finance and Development	Board and Director	Nine	Nine	Appointed	Governor with advice and consent of the Senate	Four Years	None	None	Members are often drawn from affiliated industries. This potentially causes conflict of interest when a board member has an association with a project or program funded or affiliated with an agency program	SECTION 31-13-30 SC Code of Laws Chapter 13 Sections 1-4

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Overseeing Body - Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
South Carolina State Housing Finance and Development	Christopher N. Union	unionchris1@gmail.com	Real estate Development	Mar-12		3	No	NA
South Carolina State Housing Finance and Development	Robert D. Mickle, Jr.,	rmickle1@aol.com	Residential Development and Finance	Apr-04		11	No	NA
South Carolina State Housing Finance and Development	Charles E. Gardner	chargard12@aol.com	Community Service Director	Mar-12		3	No	NA
South Carolina State Housing Finance and Development	John S. Hill	bhill@kdallc.com	Banking/Finance/Development	Sep-07		8	No	NA
South Carolina State Housing Finance and Development	Ernest Magaro, Jr.	adamagaro@bellsouth.net	Retired Builder	Mar-12		3	No	NA
South Carolina State Housing Finance and Development	Kenneth E. Ormand, Jr.	ken@ormandlawfirm.com	Attorney	Mar-12		3	No	NA
South Carolina State Housing Finance and Development	Mary Sieck	msieck@management.com	Realtor©	Jun-12		2	No	NA
South Carolina State Housing Finance and Development	David "Chris" Goodall	cgoodall@aflac.com	Attorney	May-13		2	No	NA

INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:

a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.

b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisos listed in the Laws Section of this report, which they satisfy.

Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Note:
-Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.
-Legal Standards Cross References Column links major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures				Percentage of Total Budget	FY 2013-14 Expenditures				Percentage of Total Budget	Key Performance Measures Cross Reference	Legal Standards Cross References
			General*	Other	Federal	TOTAL		General*	Other	Federal	TOTAL			
South Carolina State Housing Finance and Development	II.A. Project-Based Contract Administration (CA) and Compliance Monitoring (CM)	CA monitors and disburses rental assistance under a performance-based contract with HUD. CM monitors other Federal government funded/assisted affordable housing.	\$ 0 -	\$2,103,515	\$119,925,000	\$122,028,515	68.11%	\$ 0 -	\$2,220,332	\$120,937,000	\$123,157,332	68.02%	I.1.; I.2.; III.2.; V.2.	Items 5, 7, 16, 35, 43, 48-53, 55-61, 63-64
South Carolina State Housing Finance and Development	II. C. Housing Initiatives	The HUD HOME Program, the HUD Neighborhood Stabilization Program, and the Housing Trust Fund promote public/private partnerships to support the development and maintenance of affordable housing	\$ 0 -	\$1,412,290	\$26,129,252	\$27,541,542	15.37%	\$ 0 -	\$570,753	\$27,097,592	\$27,668,345	15.28%	I.1.; III.1; III.2.	Items 7, 10, 16, 23-30, 33-34, 37, 41, 43, 48-54, 56-57, 93

Remainder of Programs: List any programs not included above and show the remainder of expenditures by source of funds.			
I A	Administrations	III B	Mortgage Servicing
I B	Finance	IV	Employee Benefits
I C	Support Services		
II B	Rental Assistance		
II D	Housing Credit		
III A	Mortgage Production		

Remainder of Expenditures:

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures					FY 2013-14 Expenditures					Key Performance Measures Cross Reference	Legal Standards Cross References
			General*	Other	Federal	TOTAL	Percentage of Total Budget	General*	Other	Federal	TOTAL	Percentage of Total Budget		
South Carolina State Housing Finance and Development	I.A. Administration	Administration includes Executive Administration, Legal, Human Resources and Internal Audit	\$ 0 -	\$7,680,409	\$ -	\$7,680,409	4.29%	\$ 0 -	\$7,748,590		\$7,748,590	4.28%	ALL	Items 1-40
South Carolina State Housing Finance and Development	I.B. Finance	Finance	\$ 0 -	\$880,037	\$ -	\$880,037	0.49%	\$ 0 -	\$933,996		\$933,996	0.52%	ALL	Items 6, 8-12, 17-24, 32-38
South Carolina State Housing Finance and Development	I.C. Support Services	Support Services covers Information Technology, Procurement and Marketing	\$ 0 -	\$1,722,110	\$ -	\$1,722,110	0.96%	\$ 0 -	\$1,792,323		\$1,792,323	0.99%	ALL	N/A
South Carolina State Housing Finance and Development	II.B. Rental Assistance	The HUD Housing Choice Voucher Program provides rental assistance to extremely-low and very-low income families.	\$ 0 -	\$ -	\$13,108,415	\$13,108,415	7.32%	\$ 0 -	\$ -	\$13,213,803	\$13,213,803	7.30%	I.1.; III.2.; V.2.;	Items 35, 63-64
South Carolina State Housing Finance and Development	II.D. Housing Credit	Low Income Housing Tax Credit Program and Administration	\$ 0 -	\$498,055	\$ -	\$498,055	0.28%	\$ 0 -	\$519,861	\$ -	\$519,861	0.29%	III.1; III.2.	Items 7-11. 16-22, 43, 50, 52, 55, 56-60, 93
South Carolina State Housing Finance and Development	III.A. Mortgage Production	The Homeownership Program provides below-market home mortgages to low-to-moderate income South Carolinians	\$ 0 -	\$1,601,735	\$ -	\$1,601,735	0.89%	\$ 0 -	\$1,638,015	\$ -	\$1,638,015	0.90%	I.1.; II.1; III.1	Items 9-12, 17-22, 32, 43, 53, 56-57, 61-62, 65-67, 69-73, 79-87, 94, 96-98
South Carolina State Housing Finance and Development	III.B. Mortgage Servicing	Mortgage Servicing includes Servicing and Investor Services	\$ 0 -	\$1,883,247	\$ -	\$1,883,247	1.05%	\$ 0 -	\$1,964,113	\$ -	\$1,964,113	1.08%	I.2.; II.2.; IV.1; IV.2.; V.1; V.2.	Items 53-54, 62, 68-69, 86-93, 97-99
South Carolina State Housing Finance and Development	IV. Employee Benefits	Employee Benefits	\$ 0 -	\$1,778,382	\$454,170	\$2,232,552	1.25%	\$ 0 -	\$1,920,652	\$490,503	\$2,411,155	1.33%	IV.1.	

*NOTE: The agency is self-sufficient and receives no state appropriations

INSTRUCTIONS: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
South Carolina State Housing Finance and Development Authority	1	31-13-20	State	Creation of the Authority.
South Carolina State Housing Finance and Development Authority	2	31-13-30	State	Authorizes the Governor to appoint commissioners to the Authority's Board and select the chairman; designates terms of commissioners; and designates Governor and State Commissioner of DHEC or their designees as ex official members.
South Carolina State Housing Finance and Development Authority	3	31-13-40	State	Executive Director is appointed by the commissioners of the Board.
South Carolina State Housing Finance and Development Authority	4	31-13-50	State	Gives the Authority and Commissioners the same powers, immunities, etc. as those given to city, county, or regional housing authorities and permits Authority to make home equity conversion mortgages to specified persons.
South Carolina State Housing Finance and Development Authority	5	31-13-60	State	Grants the Authority the power to conduct operations statewide with specified limitations.

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South Carolina State Housing Finance and Development Authority	6	31-13-70	State	Allocates all of the State's ceiling pursuant to 26 U.S.C. Section 103A(g)(6)(A) to issue qualified mortgage bonds. (Federal citation no longer accurate.)
South Carolina State Housing Finance and Development Authority	7	31-13-80	State	Permits Authority to provide advice or technical assistance related to stimulating the housing industry and to relieve unemployment.
South Carolina State Housing Finance and Development Authority	8	31-13-90	State	Permits Authority to issue bonds for multi-family housing upon certain determinations by the Budget and Control Board.
South Carolina State Housing Finance and Development Authority	9	31-13-180	State	Authorizes the Authority to: provide construction and mortgage loans; purchase mortgage loans; provide for predevelopment costs, temporary financing and land development expenses; provide residential housing construction and rehabilitation by private enterprise and housing sponsors for sale or rental to persons and families of moderate to low income; provide mortgage financing; make loans to mortgage lenders under terms and conditions requiring that the proceeds thereof be used by the mortgage lenders for new residential mortgage loans; provide technical, consultative and project assistance services to housing sponsors; assist in coordinating federal, state, regional and local public and private efforts and resources; promote wise usage of land and other resources; make direct loans to qualified individuals through mortgage lenders; acquire title to real property and cause to be constructed thereon; sell and dispose of real property and residential housing; and acquire title to and sell real property where necessary. The Authority may also borrow, expend, advance, loan or grant monies for such activities.
South Carolina State Housing Finance and Development Authority	10	31-13-190	State	Empowers the Authority to: make and execute instruments or agreements necessary or desirable to perform its functions; borrow money through the issuance of notes and bonds; make mortgage loans to beneficiary households; invest in, purchase or commit to purchase mortgages; make loans to or purchase securities from mortgage lenders; require loans be secured by collateral security; make and execute contracts for the servicing of mortgage loans; make loans to housing sponsors and members of the beneficiary class; sell mortgages; procure insurance against loss of property owned or financed by Authority; require fees for its services; institute actions to require performance of agreements; acquire, sell or dispose of real property; avail itself of all legal and equitable remedies to protect its interest; administer, coordinate, establish priorities and make commitments for programs under its jurisdiction; utilize earned income; create and establish funds; initial counseling and management programs; provide advice, technical assistance and other services; acquire, own and operate rental projects.

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Legal Standards Chart

South Carolina State Housing Finance and Development Authority	11	31-13-200	State	Establishes the terms under which the Authority may issue notes and bonds.
South Carolina State Housing Finance and Development Authority	12	31-13-210	State	Prohibits interest rates higher than 1% less than the state usury laws unless permitted by the Budget and Control Board.
South Carolina State Housing Finance and Development Authority	13	31-13-220	State	Establishes the information required by State Budget and Control Board for the issuance of notes and bonds.
South Carolina State Housing Finance and Development Authority	14	31-13-230	State	Established a maximum amount of bonds for the first twelve months following May 10, 1977.
South Carolina State Housing Finance and Development Authority	15	31-13-240	State	Requires the information provided under 31-13-200 also be provided to the Bond Committee created by Chapter 47 of Title 2.
South Carolina State Housing Finance and Development Authority	16	31-13-250	State	Permits the Authority to acquire, construct or operate a rental project where there is no capable housing sponsor.
South Carolina State Housing Finance and Development Authority	17	31-13-260	State	Permits the Authority to issue refunding notes and bonds.
South Carolina State Housing Finance and Development Authority	18	31-13-270	State	Permits the Authority to sell or exchange refunding notes and bonds.

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Legal Standards Chart

South Carolina State Housing Finance and Development Authority	19	31-13-280	State	Provides that the notes, bonds or obligations of the Authority are not a debt or grant or loan of credit of the State.
South Carolina State Housing Finance and Development Authority	20	31-13-290	State	Requires compliance with the provisions of Section 31-3-1630 with respect to the issuance of notes, bonds or other obligations.
South Carolina State Housing Finance and Development Authority	21	31-13-300	State	Authorizes the Authority to include the State's pledge not to limit or alter rights vested in the Authority to fulfill the terms of agreements made with note or bond holders.
South Carolina State Housing Finance and Development Authority	22	31-13-310	State	Exempts the Authority from compliance with any other state requirements applicable to the issuance of bonds, notes and other obligations to include refunding notes and bonds.
South Carolina State Housing Finance and Development Authority	23	31-13-340	State	Establishes the State Housing, Finance, and Development Authority Program Fund and requires signature of the chairman or designee and the Executive Director.
South Carolina State Housing Finance and Development Authority/Housing Trust Fund	24	31-13-420	State	Establishes the South Carolina Housing Trust Fund; designates procedures for monies to be paid out; requires a separate annual report.
South Carolina State Housing Finance and Development Authority/Housing Trust Fund	25	31-13-430	State	Establishes the membership and requirements of the Housing Trust Fund Advisory Committee.

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Legal Standards Chart

South Carolina State Housing Finance and Development Authority/Housing Trust Fund	26	31-13-440	State	Establishes duties of Executive Director for day-to-day operations of the Housing Trust Fund.
South Carolina State Housing Finance and Development Authority/Housing Trust Fund	27	31-13-445	State	Prohibits expending more than 20% of the HTF in a fiscal year in any one county.
South Carolina State Housing Finance and Development Authority/Housing Trust Fund	28	31-13-450	State	Establishes the minimum guidelines for HTF awards.
South Carolina State Housing Finance and Development Authority/Housing Trust Fund	29	31-13-460	State	Permits units of state, regional and local governments to receive HTF funds.
South Carolina State Housing Finance and Development Authority /Housing Trust Fund	30	31-13-470	State	Permits Board to establish HTF funding cycles; establishes priority for applications.
South Carolina State Housing Finance and Development Authority	31	Reg 64-1	State	Defines "Moderate-to-Low Income".
South Carolina State Housing Finance and Development Authority	32	Reg 64-2	State	Establishes use of monies in the Program Fund for downpayment assistance.

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Legal Standards Chart

South Carolina State Housing Finance and Development Authority	33	Reg 64-2.1	State	Establishes fiscal HTF expenditures.
South Carolina State Housing Finance and Development Authority	34	Reg 64-3	State	Permits the Authority to use Program Fund for special needs financing.
South Carolina State Housing Finance and Development Authority	35	Proviso 42.1	State	Permits the Authority to carry forward federal rental assistance administrative fees.
South Carolina State Housing Finance and Development Authority	36	Proviso 42.2	State	Permits the Authority to carry forward prior fiscal year monies withdrawn from certain bond indentures.
South Carolina State Housing Finance and Development Authority/Housing Trust Fund	37	Proviso 42.3	State	Permits mileage reimbursement for the HTF Advisory Committee.
South Carolina State Housing Finance and Development Authority	38	Proviso 42.4	State	Permits the Authority to retain recoveries in excess of SWCAP.
South Carolina State Housing Finance and Development Authority	39	29-4-60	State	Requires the Authority to create a statement for reverse mortgages and refer customers to counseling services for reverse mortgages.

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Legal Standards Chart

South Carolina State Housing Finance and Development Authority	40	37-23-40	State	Requires the Authority to approve high-cost home loan counselors.
South Carolina State Housing Finance and Development Authority	41	12-24-90	State	Establishes the fee calculation that goes into the Housing Trust Fund.
South Carolina State Housing Finance and Development Authority	42	31-3-10, et seq.	State	Establishes the manner in which local, city, county and regional housing authorities operate. Per 31-13-15, the Authority receives all powers, immunities, rights, limitations, etc. conveyed hereunder and not in conflict with Chapter 13 of Title 31.
South Carolina State Housing Finance and Development Authority	43	31-21-10, et seq.	State	Creates the State's Fair Housing Law which the Authority is required to comply with or monitor its projects for compliance.
South Carolina State Housing Finance and Development Authority	44	27-40-10, et seq.	State	Creates the State's Residential Landlord and Tenant Act. The Authority does not regularly operate rental properties but must comply if operating rental properties.
South Carolina State Housing Finance and Development Authority	45	37-23-10, et seq.	State	Creates the South Carolina High-cost and Consumer Home Loans Act. While the Authority does not currently originate consumer mortgages directly, it purchases such loans which must be in compliance.
South Carolina State Housing Finance and Development Authority	46	29-4-10, et seq.	State	Creates the South Carolina Reverse Mortgage Act. While the Authority does not originate reverse mortgage, it has the authority to do so and such originations must comply with this section.
South Carolina State Housing Finance and Development Authority	47	29-3-10, et seq.	State	Establishes requirements related to mortgages in South Carolina. The Authority regularly requires mortgages to secure funds it expends and must comply with this section.

South Carolina State Housing Finance and Development Authority	48	42 U.S.C. 12701, et seq.	Federal	Creates the HOME Investment Partnerships Program which the Authority administers.
South Carolina State Housing Finance and Development Authority	49	24 CFR Part 92	Federal	Establishes the rules with the HOME Investment Partnerships Program which the Authority administers.
South Carolina State Housing Finance and Development Authority	50	110 P.L. 289	Federal	Establishes the Housing and Economic Recovery Act of 2008. HERA includes housing finance reform, the S.A.F.E Mortgage Licensing Act, mortgage foreclosure protections for servicemembers, the Neighborhood Stabilization Program (which the Authority administers), modifications to the Low Income Housing Tax Credit (which the Authority administers), and modifications to tax-exempt housing bond rules (which the Authority issues).
South Carolina State Housing Finance and Development Authority	51	24 CFR Part 570	Federal	Establishes rules with the Neighborhood Stabilization Program which the Authority administers.
South Carolina State Housing Finance and Development Authority	52	111 P.L. 5	Federal	Establishes the American Recovery and Reinvestment Act of 2009. ARRA modified the Neighborhood Stabilization Program and the Low Income Housing Tax Credit (both of which the Authority administers),
South Carolina State Housing Finance and Development Authority	53	111 P.L. 203	Federal	Establishes the Dodd-Frank Wall Street Reform and Consumer Protection Act. Dodd-Frank modified the Neighborhood Stabilization Program (which the Authority administers) and provided certain consumer protections in the mortgage industry (which the Authority participates in) including creation of the Consumer Financial Protection Bureau which regulates the lending industry.
South Carolina State Housing Finance and Development Authority	54	110 P.L. 343	Federal	Establishes the Emergency Economic Stabilization Act of 2008. EESA includes Trouble Assets Relief Program (TARP) which provides funding for the Neighborhood Initiative Program and the SC HELP programs.
South Carolina State Housing Finance and Development Authority	55	26 USCS §42	Federal	Establishes the federal low-income housing tax credit which the Authority administers.

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Legal Standards Chart

South Carolina State Housing Finance and Development Authority	56	42 U.S.C. §§ 3601, et seq.	Federal	Establishes the Fair Housing Act.
South Carolina State Housing Finance and Development Authority	57	12 CFR Part 338	Federal	Regulations regarding the Fair Housing Act.
South Carolina State Housing Finance and Development Authority	58	26 CFR 1.42-1, et seq.	Federal	Regulations concerning the federal low-income housing tax credit program.
South Carolina State Housing Finance and Development Authority	59	26 USCS §142	Federal	Permits the use of tax-exempt bonds for qualified residential rental projects.
South Carolina State Housing Finance and Development Authority	60	26 CFR 1-1.03-8	Federal	Regulations related to qualified residential rental projects.
South Carolina State Housing Finance and Development Authority	61	26 CFR 1.103A-2	Federal	Regulation requiring annual report on qualified mortgage bonds.
South Carolina State Housing Finance and Development Authority	62	108 P.L. 159	Federal	Established the Fair and Accurate Credit Transactions Act of 2003 (FACTA). FACTA requires the Authority's Red Flag Policy.
South Carolina State Housing Finance and Development Authority	63	75 P.L. 412	Federal	Established the Housing Act of 1937 which provides for subsidies to be paid by the US government to local public housing agencies for public housing.

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Legal Standards Chart

South Carolina State Housing Finance and Development Authority	64	12 U.S.C. 1706	Federal	Creates Section 8 housing which the Authority administers in its Housing Choice Voucher Program and Contract Administration area.
South Carolina State Housing Finance and Development Authority	65	26 USCS §143	Federal	Permits the use of tax-exempt bonds for qualified mortgage bonds.
South Carolina State Housing Finance and Development Authority	66	26 USCS §26	Federal	Permits the issuance of mortgage credit certificates.
South Carolina State Housing Finance and Development Authority	67	26 CFR 1.25-1T - 1.25-8T	Federal	Regulations regarding mortgage credit certificates.
South Carolina State Housing Finance and Development Authority	68	111 P.L. 22, Div A, Title VII	Federal	Establishes the Protecting Tenants at Foreclosure Act. Law has currently sunsetted but there are efforts to re-establish.
South Carolina State Housing Finance and Development Authority	69	37-5-101, et seq.	State	Consumer Protection Code's Remedies and Penalties.
South Carolina State Housing Finance and Development Authority	70	15 USC 1691	Federal	Established the Equal Credit Opportunity Act (ECOA) which regulates the loan application process.
South Carolina State Housing Finance and Development Authority	71	12 CFR Part 202	Federal	Regulations for ECOA.

Agency Name: South Carolina State Housing Finance and Development Authority

Agency Code: L32

Agency Section: 042

Legal Standards Chart

South Carolina State Housing Finance and Development Authority	72	Title VI of the Civil Rights Act of 1964	Federal	Prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving federal financial assistance.
South Carolina State Housing Finance and Development Authority	73	29 USC 794	Federal	Prohibits discrimination because of disability.
South Carolina State Housing Finance and Development Authority	74	12 USC 2901	Federal	The Community Reinvestment Act (CRA) which protects low-income borrowers from discriminatory credit practices.
South Carolina State Housing Finance and Development Authority	75	12 CFR Part 25	Federal	Regulations regarding CRA.
South Carolina State Housing Finance and Development Authority	76	12 CFR Part 228	Federal	Regulations regarding CRA.
South Carolina State Housing Finance and Development Authority	77	12 CFR Part 345	Federal	Regulations regarding CRA.
South Carolina State Housing Finance and Development Authority	78	12 CFR Part 563e	Federal	Regulations regarding CRA.
South Carolina State Housing Finance and Development Authority	79	12 USC 2801 - 2011	Federal	Established the Home Mortgage Disclosure Act (HMDA) which requires collection and reporting of certain information related to loan applications.

Agency Name: South Carolina State Housing Finance and Development Authority

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Legal Standards Chart

South Carolina State Housing Finance and Development Authority	80	12 CFR Part 1003	Federal	Regulations regarding HMDA.
South Carolina State Housing Finance and Development Authority	81	15 USC 1601, et seq.	Federal	Truth in lending Act (TILA) which provides protections for consumer credit transactions.
South Carolina State Housing Finance and Development Authority	82	12 CFR Part 1026	Federal	Regulations regarding TILA.
South Carolina State Housing Finance and Development Authority	83	Reg Z, Section 32	Federal	Home Ownership and Equity Protection Act (HOEPA) which protects lenders against abusive lending practices.
South Carolina State Housing Finance and Development Authority	84	12 USC 2601	Federal	Real Estate Settlement Procedures Act (RESPA) which requires a lender give a good faith estimate of costs and charges, prohibits abusive practices and requires certain disclosures.
South Carolina State Housing Finance and Development Authority	85	24 CFR Part 3500 (Reg X)	Federal	Regulations regarding RESPA.
South Carolina State Housing Finance and Development Authority	86	15 USC 1681	Federal	Fair Credit Reporting Act (FCRA) as amended by the Fair and Accurate Credit Transactions Act (FACTA) which promotes accuracy and ensuring privacy of information in use on consumer credit reports. Requires lenders to have a red flag policy.
South Carolina State Housing Finance and Development Authority	87	12 CFR Part 1022 (Reg V)	Federal	Regulations regarding FCRA/FACTA.

South Carolina State Housing Finance and Development Authority	88	15 USC 6902	Federal	Gramm-Leach Bliley (GLB) Act (aka Financial Services Modernization Act) which protects against unauthorized access to customer information and prevents identity theft.
South Carolina State Housing Finance and Development Authority	89	12 CFR Part 1016 (Reg P)	Federal	Regulations regarding GLB.
South Carolina State Housing Finance and Development Authority	90	15 USC 1692	Federal	Fair Debt Collection Practices Act (FDCPA) prohibits abusive practices of debt collectors. The Authority is currently not subject to this Act, however, the Authority attempts to keep its collection efforts in compliance.
South Carolina State Housing Finance and Development Authority	91	50 USC 501-597b	Federal	Servicemembers Civil Relief Act (SCRA) protects military personnel from civil liability, foreclosure or eviction while they are serving and caps the interest rate on debts.
South Carolina State Housing Finance and Development Authority	92	12 USC 4901 -4910	Federal	Homeowners Protection Act of 1988 which is commonly known as the PMI Act and gives consumers the right to request cancellation of PMI (private mortgage insurance) when they pay down their mortgage to 80% or more of the home's value and requires cancellation at 78%.
South Carolina State Housing Finance and Development Authority	93	42 USC 9601-9675	Federal	Comprehensive Environmental Response Compensation and Liability Act (CERCLA) imposes liability on owners of property for cleaning up hazardous waste. Lenders may be liable under CERCLA if they become the owner through foreclosure or otherwise.
South Carolina State Housing Finance and Development Authority	94	37-22-100, et seq.	State	South Carolina Mortgage Lending Act requires licensure to act as a mortgage lender.
South Carolina State Housing Finance and Development Authority	95	1-13-10, et seq.	State	SC Human Affairs Law prohibits discrimination against an individual because of race, religion, color, sex, age, national origin, or disability.

Agency Name: South Carolina State Housing Finance and Development Authority

Agency Code: L32

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Legal Standards Chart

South Carolina State Housing Finance and Development Authority	96	35-21-10, et seq.	State	South Carolina Fair Housing Law prohibits discrimination in any aspect of residential real estate transactions on the basis of race, color, religion, sex, handicap, familial status or national origin.
South Carolina State Housing Finance and Development Authority	97	37-20-110, et seq.	State	SC Consumer Identity Theft Protection Act imposes disclosure requirements on persons that regularly assemble/evaluate consumer credit information.
South Carolina State Housing Finance and Development Authority	98	39-5-10, et seq.	State	South Carolina Unfair Trade Practices Act prohibits unfair or deceptive acts or practices in the conduct of trade or commerce.
South Carolina State Housing Finance and Development Authority	99	Title 37	State	SC Consumer Protection Code applies to all persons collecting a debt and prohibits unconscionable conduct such as harassment/abuse and false/misleading representations.

INSTRUCTIONS: List all reports, if any, the agency is **required to submit to a legislative entity**. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entity, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document, log into or open program, enter data and click submit, etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report, approx. total amount of time to complete the report and approx. total cost to complete the report, however the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form, unless it applies to the agency, in which case ensure the information about those reports is complete. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit the Report	# of Staff Members Needed to Complete Report	Approx. Total Amount of time to Complete Report	Approx. total Cost to Agency to Complete (considering staff time, etc.)*	Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email; receive	Format in which Report Template is Sent to Agency	Method in which Agency Submits Report (i.e. email; mail; click submit on web based form; etc.)	Format in which Agency Submits Completed Report (word, excel; web
South Carolina State Housing Finance and Development	1	Restructuring Report	House Legislative Oversight Committee	1-30-10(G)(1)	Increased Efficiency	2015	Annually	30	February	March	15	173 hours	\$7,214	TBD	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
South Carolina State Housing Finance and Development	2	Accountability Report	Executive Budget Office	(§1-1-820) (Proviso 117.31)	" (to) provide the Governor and General Assembly with information that supports their analysis of the budget and also ensure that the Agency Head Salary Commission has a basis for its decisions."		Annually	Approx 54 (working days)	7/15/2014	November	21	331 hours	\$12,467	?	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Adobe Acrobat (pdf)
South Carolina State Housing Finance and Development		Housing Trust Fund Annual Report	Executive Budget Office	31 13 420(C) The board shall make a separate annual report to the Governor and the General Assembly with respect to the fund pursuant to Article 13, Chapter 1 of Title 1.	None stated	1992	Annually	Approx 54 (working days)	no template	November	8	49 hours	\$1,780	?	Email and Hardcopy	None	Email and Hardcopy	Word and Adobe Acrobat (pdf)
South Carolina State Housing Finance and Development		Office of Senate Oversite Report	Senate			2015					4	90 hours	\$4,941					
South Carolina State Housing Finance and Development		Agency Policy Questionnaire	South Carolina Budget and Control Board (CBRE/Gensler)	none	"...the State is undertaking a study of the State's owned and leased real estate portfolio to identify opportunities to operate more efficiently and economically."	2014	unknown	approx eight working days	Nov. 25, 2014	Dec	6	56 hours	\$2,716	?	email	pdf which needed to be converted into fillable forms and narrative templates	interview	na
South Carolina State Housing Finance and Development		Budget Report	Ways and Means Sub Committee / Senate Finance Sub Committee				Annually	varies	NA		13	195 hours	\$7,934				in person	via voce
Total											67	784	\$37,052					

* NOTE on Cost:NOTE on Cost:
This does not take into account the cost of facilities, equipment, printing, supplies or lost opportunity cost. These expenses add considerably to the cost of producing these reports

INSTRUCTIONS: Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first started performing audits; individuals responsible for hiring the internal auditors; individuals to whom internal auditors report; the head internal auditor; general subject matters audited; the individual or body that makes decision of when internal audits are conducted; information considered when determining whether to conduct an internal audit; total number of audits performed in the last five fiscal years; # of months it took for shortest audit; # of months for longest audit; average number of months to complete an internal audit; and date of the most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).

Note: All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

Agency Submitting Report	Does agency have internal auditors? Y/N	Date Internal Audits Began	Individuals responsible for hiring internal auditors	Individuals to whom internal auditors report	Name and contact information for head Internal Auditor	General subject matters audited	Who makes decision of when an internal audit is conducted	Information considered when determining whether to conduct an internal audit	Do internal auditors conduct an agency wide risk assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's performance measurement and improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SCSIAA or other entity (if other entity, name of that entity)
South Carolina State Housing Finance and Development	Yes	2010	Executive Director	Executive Director/ Board of Directors	Wayne Sams Wayne.Sams@schousing.com 803-896-9292	Internal Controls and Risk Management	Director of Internal Audits	Risk Significance; Input from Executive Director/Board; Regulatory Requirements	Yes, through the agency's implementation of enterprise risk management	Yes, through an advisory capacity in the Agency's annual strategic planning process and in evaluating risk management	8	1	9	4	Self-Assessment is currently underway; to be followed by SCSIAA independent validation

Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
South Carolina State Housing Finance and Development	Clayton Ingram	833-896-9520	clayton.ingram@schousing.com	Procurement and Marketing	Guy in	all	Assisted in research, compilation and recovery of data. Assembly of report.
South Carolina State Housing Finance and Development	Tracey C. Easton	803-896-8771	tracey.easton@schousing.com	Legal	General Counsel	Legal Standards	Research, compilation, assembly.
South Carolina State Housing Finance and Development	Sara V. Martinez	803-896-9023	sara.martinez@schousing.com	Legal	Compliance Attorney	Legal Standards	Research.
South Carolina State Housing Finance and Development	Gabe Creech	803-896-4210	Gabriel.Creech@schousing.com	Finance	Senior Grants and Operations Accountant	Major Program Areas	Research; computations
South Carolina State Housing Finance and Development	Carl Bowen	803-896-8607	Carl.Bowen@schousing.com	Rental Assistance and Compliance	Director	VI.B	Review; Program information
South Carolina State Housing Finance and Development	Laura Nicholson	803-896-9190	Laura.Nicholson@schousing.com	Housing Credits; Housing Trust Fund; HOME	Director of Development		Review; Program information
South Carolina State Housing Finance and Development	Richard Hutto	803-896-8664	Richard.Hutto@schousing.com	Deputy Director-Administration	Deputy Director	all	Review

Agency Name: South Carolina State Housing Finance and Development Authority

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Personnel Involved Chart

South Carolina State Housing Finance and Development	Ed Knight	803-896-8686	Ed.Knight@schousing.com	Deputy Director-Programs	Deputy Director	all	Review
South Carolina State Housing Finance and Development	Wayne Sams	803-896-9292	Wayne.Sams@schousing.com	Executive	Internal Auditor	Internal Audits	Review and completion
South Carolina State Housing Finance and Development	Valarie M. Williams	803-896-9005	valarie.williams@schousing.com	Executive Director	Executive Director	all	Review and sign off of all
South Carolina State Housing Finance and Development	Jay Galluzzo	803-896-9004	jay.galluzzo@schousing.com	Human Resources	Director of Human Resources		
South Carolina State Housing Finance and Development	Mark Phipps	803-896-1560	mark.phipps@schousing.com	Information Technology	Director of Information Technology		
South Carolina State Housing Finance and Development	Steve Clements	803-896-8774	steve.clements@schousing.com	Homebuyer Programs	Director of Homebuyer Programs		

Agency Name: South Carolina State Housing Finance and Development Authority
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INSTRUCTIONS: For each performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:

a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.

i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.

ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?

iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

V. KEY PERFORMANCE MEASUREMENT PROCESSES

Results of Agency's Key Performance Measurements*	a. three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.	b. senior leaders who review the performance measure, their title and frequency with which they monitor it.	c. Trends the agency has seen and the method by which it analyzes trends in these results.	d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).	If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.
I. Mission Effectiveness					

1.) Maintain and Enhance Affordable Housing Finance Programs Through Facilitating Maximum Utilization of Resources	Virginia Housing Development Authority; North Carolina Housing Finance Agency; Alabama Housing Finance Authority: Extensive and varied approach to both Single and Multi family financing structures-operates as a quasi-state agency.	Valarie Williams, Executive Director; Ed Knight, Deputy Director; Richard Hutto, Deputy Director; Reggie Bell, Director of Marketing and Procurement; Mark Phipps, Director of IT; Steve Clements, Director of Homebuying Programs Monthly	Metrics are available in the latest version of the Accountability Report	Yes	
2.) Utilize Enterprise Risk Management to effectively manage the Agency's Risks which threaten the achievement of objectives	Three entities identified by the Institute of Internal Auditors Research Foundation as having best practices: University of Texas - Model is adaptable to Agency's culture; Commercial Federal - Takes the best practices from Fortune 500 Corporations and fits them in a smaller-sized organization; Freddie Mac - Employs best practices in mortgage industry activities	Valarie Williams, Executive Director, Monthly; Wayne Sams, Director of Internal Audit, Monthly	Metrics are available in the latest version of the Accountability Report	Yes	
II. Mission Efficiency					
1.) Increase Understanding and Usage of SC Housing Homeownership Programs Statewide	Kentucky Housing Corp; Alabama Housing Finance Authority; Virginia Housing Development Authority: All three do "TBA" programs. Full range of single family finance options	Valarie Williams, Executive Director; Ed Knight, Deputy Director; Steven Clements; Director of Homebuying Programs Monthly	Metrics are available in the latest version of the Accountability Report		

	<p>Colorado Housing and Finance Authority Massachusetts Department of Housing and Community Development (Mass Housing) Virginia Housing Development Authority</p> <p>All the above have demonstrated a vision for how to implement systems that fulfill their missions in a secure and user friendly way. It was from a presentation by CHFA made that led to our current virtual server environment and disaster recovery plan. From my perspective, these Housing Agencies are the leaders in our industry in Information Technology.</p>	<p>Valarie Williams, Executive Director; Ed Knight, Deputy Director; Richard Hutto, Deputy Director; Reggie Bell, Director of Marketing and Procurement; Mark Phipps, Director of IT</p> <p>Continuously</p>	<p>Metrics are available in the latest version of the Accountability Report</p>	<p>Yes</p>	
III. Quality (Customer Satisfaction)					
<p>1.) Increase outreach efforts with community and affinity groups with whom our housing mission aligns / overlaps</p>	<p>Texas Department of Housing and Community Affairs; Wisconsin Housing and Economic Development Authority ; Virginia Housing Development Authority: these entities have been able to connect their agency's programs to issues across their states in a manner where the dialogue is largely about the citizens being assisted and the problems being addressed.</p>	<p>Valarie Williams, Executive Director; Ed Knight, Deputy Director; Richard Hutto, Deputy Director; Reggie Bell, Director of Marketing and Procurement</p> <p>Monthly</p>	<p>Metrics are available in the latest version of the Accountability Report. Since June 2013, the audience following the agency's FaceBook site has grown from 319 to 1,651.</p>	<p>Yes</p>	

2.) Enhance Development Programs (e.g. HOME, Tax Credits, Housing Trust Fund) and Increase Development Program Outreach Efforts Statewide	Virginia Housing Development Authority; North Carolina Housing Finance Agency; Alabama Housing Finance Authority: All three utilize efficient and effective subsidy layering.	Laura Nicholson, Director of Development; Valarie Williams, Executive Director; Ed Knight, Deputy Director; Tracey Easton, Attorney Annually	Metrics are available in the latest version of the Accountability Report	No	These programs are dependent on action by federal entities
IV. Workforce Engagement					
	1. Walt Disney Company – This company is widely recognized as a business leader in selection, training and engagement of employees and having the most innovative and imaginative talent pool in the world. Their practices are so successful, they export their methods and techniques through training programs offered by the Disney Institute which agency personnel attended recently. 2. The North Carolina Department of Justice – In 2009 six sub-agencies to this organization identified best practices in Recruitment and Retention focusing on highly skilled professionals that come from a limited talent pool. This is similar to our agency as our technical business model often requires finding key personnel with knowledge, skills and abilities not typically available inside state government. 3. Bank of America – This banking industry leader has developed specialized programs to attract and retain quality external hires, such as veterans. This process extends the available talent pool and brings outside influence and				

	innovation to organizations that historically look for skills matches from limited recruitment sources.				
1.) Hire and Retain Professional, Innovative Staff to Achieve Agency Goals		Valarie Williams, Executive Director; James Galluzzo, Director of Human Resources Continuously	Metrics are available in the latest version of the Accountability Report	Yes	
V. Operational/Work System Performance					
1.) Leverage Technology and Education to assure network and information security	see above	Valarie Williams, Executive Director; Ed Knight, Deputy Director; Richard Hutto, Deputy Director; Reggie Bell, Director of Marketing and Procurement; Mark Phipps, Director of IT Continuously	Metrics are available in the latest version of the Accountability Report	Yes	
2). Utilize Enterprise Risk Management to effectively manage the Agency's Risks which threaten the achievement of objectives	see above	Valarie Williams, Executive Director, Monthly; Wayne Sams, Director of Internal Audit, Monthly	Metrics are available in the latest version of the Accountability Report	Yes	

* As a result of an agency wide reevaluation of our Strategic Plan, undertaken in conjunction with the new Accountability Report, many, if not all, of these performance measures have recently been restructured or newly implemented. Trend data for question V.c. is therefore insufficient at this time. Metrics and additional information is available from the 2014 Accountability Report.

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Mortgage Servicing	During 2013, the Authority installed new servicing software. This software allows for automation of certain routine activities and increased compliance testing. Requirements to comply with substantial increases in mortgage industry regulation as a result of Dodd Frank necessitated the software upgrade. Software features will allow fewer staff members to service more loans faster.	Due to the complexity of the software and servicing process, efficiencies will only be achieved several years after its implementation.For FY2013, the annual cost to service a loan was \$214.In FY2014, this cost increased to \$242. It is expected that in FY2016, the annual cost will begin to decrease.And that by 2018 the servicing costs will be below the FY2013 benchmark.	none		The Authority will continue training staff to properly utilize all of the functions in the new software.	Implementation of this servicing platform will facilitate ongoing regulatory compliance minimizing the potential liability for regulatory non-compliance.
personnel responsible for overseeing the actions and plans.	Lisa Rivers / Ed Knight / Valarie M. Williams					

Addendum 1
2014 Accountability Report

AGENCY NAME:

South Carolina State Housing Finance and Development Authority

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Fiscal Year 2013-14 Accountability Report

SUBMISSION FORM

AGENCY MISSION

The mission of SC Housing is to create quality affordable housing opportunities for the citizens of South Carolina through a vision that all South Carolinians have the opportunity to live in safe, decent and affordable housing. In order to accomplish its mission and fulfill its vision, SC Housing employs four core values:

Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Clayton Ingram	803-896-9520	Clayton.ingram@schousing.com
SECONDARY CONTACT:	Krystel Reid	803-896-2959	Krystel.reid@schousing.com

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR

(SIGN/DATE):

(TYPE/PRINT NAME):

Valarie M. Williams

BOARD/CMSN CHAIR

(SIGN/DATE):

(TYPE/PRINT NAME):

Christopher N. Union

AGENCY NAME:	South Carolina State Housing Finance and Development Authority		
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AGENCY'S DISCUSSION AND ANALYSIS

The South Carolina State Housing Finance and Development Authority (hereafter referred to as SC Housing) is a self-sustaining agency and receives no funding from state tax assets or general fund proceeds.

As part of the FY13-14 Accountability Report and overall agency strategic planning goals, SC Housing has taken a fresh look at its programs and overarching goals. This examination yielded a new "Strategic Vision." This vision will guide this report and our strategic planning into the future. Our Strategic Vision is:

To become the premiere affordable housing agency in SC through the optimization of financing, programs, technology and data, as well as leveraged partnerships, while cultivating professionalism, proficiency, and innovation among team members.

For more than 42 years, SC Housing has been helping low- and low-to-moderate income families, older adults, persons with disabilities, and others who are frequently underserved with quality, safe and affordable housing. SC Housing is able to do this by using its proven financial strength to sell securities to investors all over the country. Additionally, SC Housing administers a number of federal and state programs providing housing opportunities where they are needed most.

SC Housing takes pride in serving the state of South Carolina and knowing that its work helps the state's local economy – as well as creates jobs in the construction, financial and real estate industries. An annual analysis of this impact is done by University of South Carolina Moore School of Business which reviews our data and applies the correct formulae to determine our economic impact.

In FY2013 we were able to determine our "Multiplier." at 1.65 meaning for every \$100 invested in our program we return \$165 to the state's economy. This was an improvement from 2012's multiplier of 1.55.

The broader impact and significance of the agency's contribution to the state can be best seen in the resolutions read into the House and Senate record during the last legislative sessions, detailing the \$482 million, broad based economic impact of the agency's investments; the 3,875 thousand jobs created; \$22 million in revenue generation, and \$292 million in direct investment in every portion of the state.

Our programs offer opportunities from rental assistance to homeownership and have made the quality of life better for tens of thousands of South Carolinians. SC Housing enjoys significant partnerships with a wide spectrum of individuals, agencies, businesses and other affordable housing advocates – all working together to help fulfill a basic need for the citizens of South Carolina.

SC Housing is comprised of nine core programs, representing its core business functions, and which further the mission to create quality affordable housing opportunities for the citizens of South Carolina.

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Single-Family Programs

Single-family activities include mortgages issued through the Mortgage Bond Program, homeownership funding through both the HTF and HOME Programs and rehabilitation and emergency repair funding offered through the HTF Program and the SC HELP program.

Multifamily Programs

Multifamily activities include projects developed through the Multifamily Tax Exempt Bond Program, group homes for the disabled and transitional and supportive housing funded through the HTF, and rental development funded through the HTF, HOME and the LIHTC Programs.

Housing Assistance

In addition to those programs specifically targeted to project funding and development, SC Housing administers housing assistance programs: Section 8 Housing Choice Voucher Program and Contract Administration.

MAJOR ACHIEVEMENTS OF FY13-14

- SC Housing maintained its Aaa bond rating level with Moody's.
- Invested over \$292 million into affordable housing initiatives resulting in an economic impact of \$482 million and the creation of over 3,875 jobs statewide
- Helped over 25,000 families realize quality, sustainable, affordable homes with a portfolio of programs that aid in the economic vitality
- In 2013, SC Housing dedicated \$7.7 million to its successful Palmetto Heroes Program which provides lower interest rates and down payment assistance to teachers, firefighters, law enforcement, nurses, veterans and EMS workers.
- Currently, more than 8,000 SC borrowers have received assistance through SC HELP.
- The Procurement and Marketing Department built upon prior social media efforts by successfully enhancing SC Housing's presence on Facebook and Twitter. Currently, SC Housing has more than 1,145 "Likes" on Facebook and more than 1,766 followers on Twitter resulting in an increasing number of South Carolinians as well as entities within the for profit and non-profit sectors are aware of the affordable workforce housing opportunities available via SC Housing and its business partners
- For the nineteenth consecutive year, SC Housing and its partners held a successful Palmetto Affordable Housing Forum, the state's largest and most comprehensive event dedicated to affordable housing. This year's Forum brought more than 500 attendees, numerous speakers and over 40 sponsors and exhibitors. Numerous professional continuing education credits are now offered as a part of the Forum curriculum.

CHALLENGES

SC Housing has been measurably successful over its 42-year existence because its mission has been broad enough and flexible enough to change with the needs, opportunities, market conditions, organizational transitions and the ever-changing environment of the affordable housing industry and the priorities of legislative bodies. This flexibility ensures that SC Housing can: react appropriately and effectively address situations that affect its business functions; originate programs and initiatives that are

AGENCY NAME:	South Carolina State Housing Finance and Development Authority		
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timely and relevant; and participate in opportunities that extend beyond the core components of its major programs.

In turn, SC Housing faces challenges to its potential success. The most significant challenges to SC Housing continuing to fulfill its mission are the housing market related limitations incurred by being a governmental agency and the uncertainty of bond cap allocations. While SC Housing has been very successful in achieving its mission to date, these two issues continue to exist as significant constraints to sustaining and expanding access to affordable workforce housing for all South Carolinians..

First, being a governmental agency has its limitations and associated complications. Many housing finance agencies have been allowed by their sponsoring states to become quasi-governmental agencies and, in some cases, to become private organizations. This allows the agencies to react more quickly to changing market conditions, similar to more traditional financial institutions. As an example, in the current low interest rate environment, bond financing is a less viable funding source, as bond interest rates continue to remain above mortgage interest rates. Many housing finance agencies have turned to securitizing mortgages through government sponsored entities like Fannie Mae. SC Housing is currently precluded from participating in this financing strategy due to state government restrictions on contractual indemnification.

Second, the uncertainty of the amount of the state's private activity tax exempt bond cap allocation that will be available to SC Housing creates constraints. Many other southeastern states have set allocations of their state's bond cap that are earmarked for single- and multi-family housing revenue bond programs. This allows those housing finance agencies to effectively manage the allocation of bond proceeds within a fixed budget, so that the flow of resulting mortgages can be reasonably controlled through the use of forecasting and loan production models. At present, SC Housing must request bond cap each year, with no guarantee or expectation in advance as to the amount or availability of the bond cap. Although a recent surplus of bond cap has ameliorated the uncertainty, this method of allocation creates a more difficult process for controlling activity and production and will continue to be a concern in the future.

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Fiscal Year 2013-14

Strategic Vision	To become the premier affordable housing agency in SC through the optimization of financing, programs, technology and data, as well as leveraged partnerships, while cultivating professionalism, proficiency, and innovation among team members.
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Accountability Report

Agency Code:	L32	Section:	042
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Strategic Planning Template

Type	Goal	Item # Strat Object	Description
G	1		Improve Affordable Housing Opportunities Statewide
		1.1	Increase outreach efforts with community and affinity groups with whom our housing mission aligns / overlaps
		1.1.1	Increase the number of community and affinity groups in our database that align with our Agency mission by 10%
		1.1.2	Differentiate our organization by disseminating targeted messages to external stakeholders (the public), via FaceBook and increase our audience by 10% by June 30, 2015
		1.2	Enhance Development Programs (e.g. HOME, Tax Credits, Housing Trust Fund) and Increase Development Program Outreach Efforts Statewide
		1.2.1	Conduct at least 3 workshops and trainings annually to promote the development of affordable housing programs statewide
		1.2.2	Maintain and enhance financial compliance monitoring reviews through utilization of control self-assessment processes to ensure participants' viability and adherence to program requirements
		1.3	Increase Understanding and Usage of SC Housing Homeownership Programs Statewide
		1.3.1	Increase SC Housing trained real estate professionals by providing local, regional and individual company training to increase qualified buyer pool by 5%
		1.3.2	Increase SC Housing trained lending partners by providing local, regional and individual company training to increase market share by 1%
G	2		Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capitol
		2.1	Utilize Enterprise Risk Management to effectively manage the Agency's Risks which threaten the achievement of objectives
		2.1.1	Conduct Annual Control Self-Assessments
		2.1.2	Provide trainings to Divisions with first-year CSA

Agency Name:	South Carolina State Housing Finance and Development Authority
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Fiscal Year 2013-14

Strategic Vision	To become the premier affordable housing agency in SC through the optimization of financing, programs, technology and data, as well as leveraged partnerships, while cultivating professionalism, proficiency, and innovation among team members.
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Accountability Report

Agency Code:	L32	Section:	042
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Strategic Planning Template

Type	Goal	<u>Item #</u> Strat Object	Description
		2.2	Maintain Fiscal Compliance, Program Auditability and Quality Control
		2.2.1	Successfully complete periodic and annual independent compliance audits
		2.2.2	Maintain and reinforce program guidelines for all SC HELP processing agencies and underwriting staff
		2.2.3	Complete QC audits within HUD's prescribed timeframes
		2.3	Leverage Technology and Education to assure network and information security
		2.3.1	Meet the state's IT security requirements by June 30, 2015
		2.3.2	Achieve 100% completion of cyber security training for current agency employees by October 17, 2014
		2.4	Hire and Retain Professional, Innovative Staff to Achieve Agency Goals
		2.4.1	Utilize new methods to find innovative professionals to increase talent application pool by 10%
		2.4.2	Enhance the organization's Human Capital and Leadership Development Plan
G	3		Maintain and Expand Diverse Mortgage Products to Enable the Agency to Meet its Goals
		3.1	Maintain and Enhance Affordable Housing Finance Programs Through Facilitating Maximum Utilization of Resources
		3.1.1	Enhance single family lending programs through the introduction of a conventional lending product by 12-31-14
		3.1.2	Maintain single family lending through a new bond issuance and refunding, leading to production of 500 new first and second mortgages by June 30, 2015

South Carolina State Housing Finance and Development Authority




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Performance Measurement Template

	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
The number of community and affinity groups in our database and time frame	New Metric		10%	July 1, 2013 -June 30, 2014	Development of database	Annual	N/A	1.1.1
Increase of social media audiences	New Metric	300%	10%	July 1, 2013 -June 30, 2014	Internal application diagnostics	Annual	Divide the sum of Facebook 'Likes" at 6/30/15 by the sum of Facebook "Likes" at 7/01/14. Express as a %.	1.1.2
Number of workshops and trainings conducted	5	5	3	July 1, 2013 -June 30, 2014	Notices Published	Annual	Total number of workshops and trainings completed	1.2.1
Number of trainings	New Metric	N/A	N/A	July 1, 2013 -June 30, 2014	Database	Annual	Completed trainings	1.3.1
Number of persons attending workshops and trainings	248	238	250	July 1, 2013 -June 30, 2014	Attendance records	Annual	Total number of persons attending workshops and trainings	1.3.1,1.3.2
% of SC Housing Approved Lenders participating in MCC	40%	90%	90%	July 1, 2013 -June 30, 2014	SF Program Data	Annual	Participating Lenders/Total Lenders	1.3.2
Division completion % of annual CSA as verified by Internal Audit	100%	100%	100%	July 1, 2013 -June 30, 2014	Internal Audit CSA Reports	Annual	Completed CSAs divided by Required CSAs	2.1.1
Number of initiated Control Self-Assessments	1	2	2	July 1, 2013 -June 30, 2014	Division CSA Reports	Annual	Count	2.1.1
CSA Action Plan items completed on time and implementation verified by Internal Audit	90%	97%	100%	July 1, 2013 -June 30, 2014	Internal Audit	Annual	Number of actions completed and verified divided number of actions	2.1.1
Number of facilitated Division subsequent year CSA	New Metric	0	1	July 1, 2013 -June 30, 2014	CSA Tracking Log	Annual	Count	2.1.2
Response to Audit Findings per Auditor's Due Date	100%	100%	100%	July 1, 2013 -June 30, 2014	Audit Files	Annual	Number of Responses Completed on Time divided by Total Number of Audit Findings	2.2.1
Training sessions for underwriting staff	New Metric	5	4	July 1, 2013 -June 30, 2014	Database	Annual	Completed training sessions	2.2.2
Onsite visits to processing agencies	New Metric	155	140	July 1, 2013 -June 30, 2014	Database	Annual	Completed site visits	2.2.2
Percentage of reports issued within HUD prescribed timeframes	New Metric	95%	100%	July 1, 2013 -June 30, 2014	QC Review Database	Monthly	Number of QC reviews completed timely divided by total QC reviews	2.2.3
% increase of qualified applicants per posting and by job type	New Metric	60%	70%	July 1, 2013 -June 30, 2014	HR files	Annual	Comparison of current fiscal year qualified applicants per posting and by job type to previous fiscal year	2.4.1
The number of employees who are identified and sent through the CPM and STEPS programs	New Metric	10	6	July 1, 2013 -June 30, 2014	HR files	Annual	The number of employees identified and sent through CPM and STEPS programs	2.4.2
The introduction of a conventional lending product by 12-31-14	New Metric	N/A	31-Dec-14	31-Dec-14	Financial files	Annual	The date of the introduction of a conventional lending product	3.1.1

Agency Name:		South Carolina State Housing Finance and Development Authority															
Agency Code:		L32		Section:		042											
Program/Title		Purpose		FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)					
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL								
I.A. Administration	Administration includes Executive Administration, Legal, Human Resources and Internal Audit	\$ -	\$ 2,573,491	\$ -	\$ 2,573,491	\$ -	\$ 1,487,544		\$ 1,487,544	All Objectives							
I.B. Finance	Finance	\$ -	\$ 707,620	\$ -	\$ 707,620	\$ -	\$ 805,717		\$ 805,717	2.2.1, 2.2.2, 2.2.3, 3.1.1, 3.1.2							
I.C. Support Services	Support Services covers Information Technology, Procurement and Marketing	\$ -	\$ 1,459,871	\$ -	\$ 1,459,871	\$ -	\$ 1,634,308		\$ 1,634,308	1.1.1, 1.1.2, 1.2.1, 1.2.2, 2.3.1, 2.3.2, 2.4.1, 2.4.2							
II.A. Contract Administration (CA) and Compliance Monitoring (CM)	CA monitors and disburses rental assistance under a contract with HUD. CM monitors other government assisted affordable housing.	\$ -	\$ 1,296,039	\$ 117,229,899	\$ 118,525,938	\$ -	\$ 1,354,566	\$ 118,540,536	\$ 119,895,102	1.1.1, 1.1.2, 1.2.1, 2.2.1, 2.3.1, 2.3.2, 2.4.1, 2.4.2							
II.B. Rental Assistance	The HUD Housing Choice Voucher Program provides rental assistance to very low-income families.	\$ -	\$ -	\$ 12,676,081	\$ 12,676,081	\$ -	\$ -	\$ 12,123,935	\$ 12,123,935	1.1.1, 1.2.1, 2.2.1, 2.3.1, 2.3.2, 2.4.1, 2.4.2							
II. C. Housing Initiatives	The HUD HOME Program, the HUD Neighborhood Stabilization Program, and the Housing Trust Fund promote public/private partnerships to support the development and maintenance of affordable housing	\$ -	\$ 1,988,284	\$ 7,300,044	\$ 9,288,328	\$ -	\$ 3,266,893	\$ 2,951,672	\$ 6,218,565	1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.3.1, 1.3.2, 1.3.3, 1.3.4, 2.1.1, 2.2.1, 2.3.1, 2.3.2, 2.4.1, 2.4.2							
II.D. Housing Credit	Low Income Housing Tax Credit Program and Administration	\$ -	\$ 464,087	\$ -	\$ 464,087	\$ -	\$ 432,892	\$ -	\$ 432,892	1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.3.1, 1.3.2, 1.3.3, 1.3.4, , 2.1.1, 2.2.1, 2.3.1, 2.3.2, 2.4.1							
III.A. Mortgage Production	The Homeownership Program provides below-market home mortgages to low-to-moderate income South Carolinians	\$ -	\$ 494,481	\$ -	\$ 494,481	\$ -	\$ 490,593	\$ -	\$ 490,593	1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.4.1, 1.4.2, 1.4.3, 2.1.1, 2.2.1, 2.3.1, 2.3.2, 2.4.1, 2.4.2							
III.B. Mortgage Servicing	Mortgage Servicing includes Servicing and Investor Services	\$ -	\$ 1,517,760	\$ -	\$ 1,517,760	\$ -	\$ 1,640,468	\$ -	\$ 1,640,468	1.1.1, 1.1.2, 2.3.1, 2.3.2, 2.4.1, 2.4.2							