



LEGISLATIVE OVERSIGHT COMMITTEE

Study of the State Housing Finance and Development Authority: Executive Summary

The full report of the House Legislative Oversight Committee's (Committee) study of the State Housing Finance and Development Authority (S.C. Housing), issued on October 21, 2020, is available on the Committee's [webpage](#).

Recommendations

The **Committee has 13 recommendations** arising from its study of the agency. The Committee makes 11 recommendations to S.C. Housing, which fall into three categories: (1) effectiveness, (2) efficiency, and (3) transparency. Additionally, the Committee makes two recommendations related to transparency to the Department of Administration's Division of State Human Resources.

Recommendations to S.C. Housing

- EFFECTIVENESS
1. Revise its management structure to reduce the executive director's span of control and clarify division responsibilities, as recommended by the Office of the State Inspector General.
 2. Collaborate with the Division of State Human Resources within the Department of Administration to continue to improve workforce planning and organizational development. SC Housing and the Division of State Human Resources should update the Committee on their progress within six months of publication of the Committee's report.
 - * 3. Adopt an appropriate reporting structure allowing direct interaction between the agency's internal auditor and its board, as recommended by the Office of the State Inspector General.
 4. Utilize management training offered by the Department of Administration, such as the Certified Public Manager Program, for its executive leadership.
 - ✓ 5. Allow the Office of the State Inspector General to conduct an independent, anonymous employee climate survey and report the results to the Committee by March 2020.
 6. Obtain another independent, anonymous employee climate survey by March 2021 and report the results to the Committee.
 7. Conduct independent, anonymous employee climate surveys at least every three years thereafter.
 - ✓ 8. Consider the issues discussed during the Economic Development, Transportation, and Natural Resources Subcommittee study related to property management and crime at affordable housing properties and present recommendations for possible solutions by January 10, 2020.
 - ✓ 9. Obtain final approval of the agency strategic plan by a board vote.

Recommendations to S.C. Housing

EFFICIENCY + 10. Develop, with the approval of the board, a policy regarding minimum cash reserves for bond debt service, operations, and emergency funds, as recommended by the Office of the State Inspector General.

TRANSPARENCY ✓ 11. Post email addresses for individual board members on the agency website.

Table Note: A check mark (✓) indicates the recommendation has been implemented by agency action. An asterisk () indicates while the internal auditor remains a director report to the executive director, the position will have direct access to the board. A plus sign (+) indicates the policy has been implemented and was received as information by the board.*

Recommendations to the Division of State Human Resources

TRANSPARENCY 12. Consider updating state human resources regulations related to personnel settlements to clarify the types of agreements that require review, as recommended by the Office of the State Inspector General. The division should report its conclusions to the Committee within six months after approval of the full Committee's report.

13. Consider providing guidance to state agencies on obtaining outside counsel.

S.C. Housing

Agency Mission

Create quality affordable housing opportunities for the citizens of South Carolina

History & Purpose

Founded in 1971, S.C. Housing administers federal and state rental assistance and development programs for extremely low to moderate income families. Since 1979, S.C. Housing has issued mortgages for low-to-moderate income South Carolinians

Major Programs

- Single family mortgage programs
- Development programs, including the Low Income Housing Tax Credit
- S.C. Housing Trust Fund
- Rental assistance

Resources (FY 19-20)

Employees
130 FTE positions authorized

Funding

\$209,064,086
federal and other funds; agency receives no general fund appropriations

Successes

Identified by the agency (FY 17-18)

- Aaa bond rating
- \$447.8M investment resulting in an economic impact of \$793M and support of 5,336 jobs statewide
- More than 25,000 families assisted in acquiring quality, sustainable, affordable homes

Challenges

Identified by the agency (FY 17-18)

- Uncertainties surrounding private activity bonds due to potential changes in federal policies
- Changing financial market conditions
- Potential changes to tax credits that would threaten incentives for multifamily development

Sources: FY 2017-18 Agency Accountability Report and presentations to Subcommittee on July 18 and July 22, 2019.

Oversight Purpose and Methods

PURPOSE

To determine if agency laws and programs:

- are being implemented and carried out in accordance with the intent of the General Assembly; and
- should be continued, curtailed, or eliminated.

METHODS

The Committee and Subcommittee evaluate:

- the application, administration, execution, and effectiveness of the agency's laws and programs;
- the organization and operation of the agency; and
- any conditions or circumstances that may indicate the necessity or desirability of enacting new or additional legislation pertaining to the agency.

S.C. Code Ann. § 2-2-20(B) and (C)

Study Process



Public Input

- 90** Responses to an online public survey
- 14** Constituents testify
- 9** Online comments received

Subcommittee Membership

ECONOMIC DEVELOPMENT, TRANSPORTATION, AND NATURAL RESOURCES SUBCOMMITTEE

The Honorable William M. (Bill) Hixon (chair)
The Honorable Lee Hewitt

The Honorable Mandy Powers Norrell
The Honorable Marvin R. Pendarvis

Study Milestones

MEETINGS

Full Committee	Subcommittee
12/5/18	7/18/19
8/13/19	7/22/19
2/26/20	9/9/19
10/14/20	9/12/19
	12/5/19

AGENCY REPORTS

March 2015	Seven-Year Plan Report
September 2018 - 2020	FY 2017-18 Annual Accountability Report
	FY 2018-19 Annual Accountability Report
	FY 2019-20 Annual Accountability Report



Legislative Oversight Committee

<https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php>
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