



Town of Hilton Head Island

Housing Action Committee Meeting

Tuesday, July 16, 2024, 10:00 AM

**1 Town Center Court, Hilton Head Island, SC
Benjamin M. Racusin Council Chambers**

The meeting can be viewed on the [Town's YouTube Channel](#), the [Beaufort County Channel](#), and Spectrum Channel 1304.

- 1. Call to Order**
- 2. Adoption of Agenda**
- 3. Approval of the Minutes**
 - a. Regular Meeting Minutes of May 13th, 2024.
- 4. Unfinished Business**
 - a. Strategic Work Plan Alignment and Overview - Quincy White, Chief Housing Officer
 - b. Displacement Mitigation Support Plan Recommendation - Quincy White, Chief Housing Officer
 - c. Workforce Housing Program Updates - Quincy White, Chief Housing Officer
 - d. Work Area Updates - Jack Alderman, Housing Action Committee Chair
- 5. New Business**
- 6. Public Comment - Non Agenda Items**
- 7. Adjournment**

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"I pledge to build a stronger and more prosperous community by advocating for civil engagement, respecting others and their viewpoints, and finding solutions for the betterment of my city or town."



Town of Hilton Head Island HOUSING ACTION COMMITTEE MEETING Monday, May 13, 2024, 10:00 AM Minutes

1. Call to Order

Chairman Alderman called the meeting to order at 10:00 AM. Present were: Jack Alderman, Chairman; Sandy West, Vice-Chairman; Stuart Bell; Sarah Jones-Anderson; Marc Okner; Sandy Gillis; and Luana Graves Sellars attending remotely. Absent were: Ayaks Castellanos. Also present were new members not yet sworn in: Katie Varin, Dennis Crawford, and Janet Fantano.

2. Adoption of Agenda

A motion to adopt the agenda as presented was made by Mr. Bell and seconded by Ms. West. The motion carried unanimously.

3. Approval of the Minutes

a. Regular Meeting Minutes of March 11, 2024

Mr. Bell noted an error was made on Page 2 of the minutes, with the word "inciteful" used instead of the correct word "insightful". A motion to approve the Minutes of the March 11, 2024, meeting as corrected, was made by Ms. West and seconded by Mr. Okner. The motion carried unanimously.

4. Appearance by Citizens

Public comments concerning agenda items were to be submitted electronically via the Open Town Hall portal. No comments were received. Heather Rath appeared before the Committee and invited the members to attend a Habitat house dedication on Wednesday, May 22, 2024, in Beaufort, with the details having been sent to Quincy White, Chief Housing Officer. She reported the Low-Income Housing Tax Credit (LIHTC) would be accepting applications beginning May 20 and closing on May 24, 2024. Although no application is expected from the Town of Hilton Head Island, she noted that there will be an opportunity to provide comments about how this program should be delivered and elements needed for the Town of Hilton Head Island to be successful in these programs. She recommended that the Committee take time this summer to review this program and submit comments.

5. Unfinished Business

a. Workforce Housing Program Updates - Quincy White, Chief Housing Officer

Quincy White, Chief Housing Officer, noted that binders had been assembled and were at the table for each Committee member containing the rules and procedures for the

Committee, approved initiatives by Town Council, and the current work plan, and an orientation was held for new Committee members to review these documents. He introduced a new staff member, Sharonica Gavin, Historic Neighborhoods Principal Planner, who will be working closely with the Town on the Home Safety and Repair Program. Regarding the development of the Displacement Mitigation Support Plan, a Workshop was held on April 3 involving community stakeholders who provided recommendations to the Town, as well as a similar virtual meeting on April 16 attended by community partners who were unable to attend the April 3 meeting. He reported Town Council had approved the adoption of the Comprehensive Plan to include the Housing Impact Analysis (HIA), which allows municipalities to utilize their accommodation taxes for workforce housing development. The Town Council also approved the Memorandum of Understanding (MOU) for both Coastal Community Development Corporation (CCDC) and Habitat for Humanity for the Home Safety and Repair Program and Sewer Connection Program. He reported on a strategic workshop was led by the Town Manager in March, at which a work plan was developed regarding workforce housing. These high-level initiatives will lead discussions moving forward, which include the Northpoint Public/Private Partnership Agreement and other plans he outlined.

Mr. White indicated that although the HIA has been approved, there was no specific timetable set up at this point for how the Accommodations Tax would be affected, but a review by the Town Council is underway. Mr. White; Missy Luick, Director of Planning; Nite Barrientos, Planner - Economic Development and Board Coordinator; Ashley Facenda, Board Secretary and Administrative Assistant; Sharonica Gavin, Principal Planner for Historic Neighborhoods; Jacob Schreib, IT; and Lynn Buchman, Administrative Assistant; and Tammie Hoy Hawkins, Town Housing Consultant, were introduced to the new Committee members.

b. Work Area Updates - Jack Alderman, Housing Action Committee Chair

Chairman Alderman referenced the smaller work groups within the Housing Action Committee, and with the addition of the 3 new members being added, the work groups would be re-cast so that everyone is involved. Ms. Jones-Anderson gave a brief update on the work being done by the Funding Group, which met in March to discuss funding strategies for the Town's workforce housing program. She was pleased that the LIHTC program had already been mentioned, and it was discussed at length by the Funding Group. She noted it was a federal program that will allocate funds to States based on population and that there are competitive tax credits that come into a rental property as equity that does not have to be repaid, thereby allowing rents to stay affordable for those who make 80% or below of the average median income. She acknowledged it was a program that should be more fully explored at the Hilton Head Island level and greatly increase the rental and affordable housing options. Other policies could be aligned to match what the State is looking for in terms of these competitive applications. This includes identifying areas as revitalization areas, and having funding that could be added to the deal increase points scored for the Town. Also discussed among the Funding Group was exploring private activity bonding, which is complicated, but if the Town or County can issue its own bonds, they would be able to drive the interest rates on

those bonds. Acquiring land to incentivize developers by offering public/private partnerships similar to Northpoint, finding donated land, identifying future income streams, as well as identifying philanthropic efforts to contribute to funding resources to make some of these deals competitive in Federal and State programs. Chairman Alderman noted that the other smaller Communications and Displacement Groups have also been participating in the ongoing work.

c. Open Discussion and Review of Approved Actions - Jack Alderman, Housing Action Committee Chair

Chairman Alderman asked for open discussion of any items, questions, concerns, or ideas. Mr. Bell requested that the Agenda Packet be provided at least 1 week before the meeting, and Mr. White indicated that the goal was to have the packet out earlier, but an extensive review process was needed for this packet. Going forward, he would strive to have it to the members with an ample amount of time for their review.

Chairman Alderman noted the next meeting date was June 10, with summer meetings continuing on July 16 and August 26.

6. New Business

a. Introduction of New Housing Action Committee Members Katie Varin, Dennis Crawford, and Janet Fantano - Jack Alderman, Housing Action Committee Chair

Chairman Alderman explained the process of selecting new members was extensive and took time, but the results are outstanding. The Committee has expanded from 8 members to 11 members. The new members, Katie Varin, Dennis Crawford, and Janet Fantano introduced themselves and gave the Committee a brief overview of their backgrounds and expertise, which are summarized in a memo included in the Agenda Packet. Chairman Alderman welcomed them aboard.

b. Workforce Housing Communications Plan Discussion - Quincy White, Chief Housing Officer

Mr. White reviewed the timeline for the Workforce Housing Communications Plan that will clarify and assist the public in understanding what is being done in connection with workforce housing, and more specifically providing updates and community engagement events. He referenced the Memo and detailed outline included in the agenda packet for the 5-Phase timeline beginning in May of 2024 through January of 2025. A quarterly newsletter will be launched as a template for development of a user-friendly webpage, with the creation of marketing materials to be distributed and community outreach to further amplify awareness and interest workforce housing issues, with evaluation as the last phase to adjust strategies and tactics as necessary. Chairman Alderman stressed the importance of getting the message out to community groups such as Rotary, churches, property owner associations, and other civic clubs to make the community aware of the dire need for workforce housing. He encouraged members to participate in this community awareness outreach, and Mr. White indicated the Communications

Department will continue its work after the Director, Andrew Davis's departure, but minor adjustments may be made. Mr. White noted the approved plans by the Town clearly define workforce housing, and this should be used in all communications with the public.

c. Displacement Mitigation Support Plan Update - Quincy White, Chief Housing Officer

Mr. White reviewed the Displacement Mitigation Support Plan presentation with the members, a copy of which was included in the Agenda Packet. He noted this was a collaborative effort with community stakeholders, staff, and consultants. A brief overview of how the Plan began and its progress was outlined by Mr. White, with a proposed completion date being at the next Committee meeting on June 10, 2024. He presented a proposed Organizational Chart of the Community Response Team, outlining defined lead agencies, the Town's Internal Response Team, as well as the Community Response Team, and their respective roles in the Displacement Mitigation Taskforce. He noted that Deep Well has agreed to be lead agency, with Community Foundation of the Lowcountry being the fiduciary lead, and Christ Lutheran Church being the faith-based lead. Together, the Displacement Mitigation Task Force serves as an advisory and support team collaborating closely with the lead agency to ensure that resources are efficiently allocated, and support is readily available for residents affected by displacement events. He broadly outlined the elements and key components to be contained in the proposed Displacement Mitigation Support Plan, with best practices from communities nationwide integrated into the plan to ensure its effectiveness and relevance, while tailored to suit the specific needs of our community. He identified the next steps as being to receive internal Town leadership feedback, present a draft to the Housing Action Committee on June 10, and if recommended, the public review process will begin through the Planning Committee and Town Council for full approval. Ms. Luick noted an updated timeline of meeting dates for Planning Commission and Town Council approvals will be presented at the June 10th meeting. Suggestions and comments from the members included adding a dotted line on the Organizational Chart to the Town's Communication Department for handling media contacts, exploring the inventory and funding options for transitional and long-term affordable housing, more clearly outlining the Town's role, a discussion of what events would trigger the Plan implementation and options for incentives, and possible housing options available using Town-owned properties.

Ms. Luick noted an overview is planned at a future meeting to review the Town-owned property shown on the Town website's Dashboard, but there are related actions necessary from Town Council to activate these properties for potential workforce housing. Ms. Luick clarified that the Displacement Mitigation Support Plan is very similar to the Town's Emergency Response Plan, in that it is a high-level planning exercise with a variety of partner agencies, both internal and external, as well as private communities and their infrastructure systems. This sets forth the community-based response team, the roster, and the playbook to be used when and if a displacement event occurs. It is a private community-based team, with the Town being a partner, but not the lead. This plan identifies a primary lead and an array of community support partners, with similar work already been done by all these agencies, but this weaves together that web of resources in a more coordinated effort. It gives those facing displacement one lead

agency as their go-to, instead of having to call various contacts to pursue the appropriate support they need.

Mr. White indicated that as discussed concerning the Communications Plan, matrix and data points are included, and Displacement Mitigation Support Plans do have a component in which you identify naturally occurring affordable housing within the region, so you can see what is available. Chairman Alderman noted this Plan, which is just a necessary beginning and can be changed, does a good job of involving the entire community, but doesn't necessarily solve the issue of displacement as a whole which Mr. White noted can't be solved overnight. It was mentioned that part of the communication with the broader community is to make them aware that the Town is not responsible, but instead this is a community-based effort. Mr. White noted that compared to other states, South Carolina does not have the most robust protections for tenants, with more laws protecting the property owners and landowners. It was suggested that a future meeting include exploring the Low-Income Housing Tax Credit (LIHTC) and scoring, which could possibly provide for prioritization of displaced tenants as a 4–5-year long-term goal, while a short-term goal is also sought.

Chairman Alderman suggested a goal for the members of reviewing the proposal presented today and submitting other comments or suggestions as soon as possible to Ashley Facenda, Board Secretary, on behalf of the team.

Chairman Alderman opened the meeting for public comments, and Heather Rath offered her assistance and suggested additions of the following on the organizational chart: Add Economic Opportunity Commission (EOC) under social agencies; add Chamber of Commerce under employment services; add HeadStart under Education Stakeholders; add EOC with their access to Federal dollars under donations; clarify Lowcountry Community Partners (LCP) under volunteers; and check the spelling on the word "Realtors."

Chairman Alderman reminded the Committee and new members that the most important issue that Hilton Head Island has faced and will face is the issue of affordable workforce housing, affecting the quality of life and economic vitality for the community going forward. While this Committee does not have the authority nor budget to make it happen, we can work with Town Staff through the power of passing along our insights, experience, wisdom and ideas to make a difference.

7. Adjournment

At 11:05 AM, Ms. West made a motion to adjourn; the motion was seconded by Ms. Jones-Anderson, and the motion was passed unanimously.

Approved:

The recording of this Meeting can be found on the Town's website at www.hiltonheadislandsc.gov



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Quincy A. White, Chief Housing Officer
VIA: Missy Luick, Director of Planning
VIA: Shawn Leininger, Assistant Town Manager
DATE: July 16, 2024
SUBJECT: Town Council Strategic Work Plan Alignment and Overview

BACKGROUND:

The Town Council formed the Housing Action Committee (HAC) as a part of the priorities defined within the 2022 Workforce Housing Framework, Finding Home, adopted by the Town Council in November 2022.

At their Strategic Plan Workshop on March 12, 2024, the Town Council approved a calendar year 2024 housing work plan focused on workforce housing initiatives and priorities. To support these initiatives, a guidebook was developed for Housing Action Committee members, providing a reference for the adopted workforce housing initiatives, the current housing fund and its budget, as well as the prioritized initiatives outlined at the 2024 Strategic Plan Workshop.

SUMMARY:

For calendar year 2024, the Town Council identified priority actions to be completed, including actions aimed at implementing the Workforce Housing Framework: Finding Home. These priority actions include:

1. Executing the Northpoint Public-Private Partnership Agreement:
2. Supporting the Housing Action Committee's endorsed 2024 work plan.
3. Implementing the Lowcountry Habitat for Humanity Memorandum of Understanding.
4. Implementing the Coastal Community Development Corporation Memorandum of Understanding.
5. Implementing the Home Safety and Repair and Lateral Sewer Connections Programs.
6. Implementing the Finding Home Plan, through the following actions:
 - a. Developing and adopting a Displacement Mitigation and Support Plan.
 - b. Creating a workforce housing metrics dashboard

- c. Developing and implementing a comprehensive Workforce Housing Communications Plan.
7. Evaluating existing Workforce Housing Policies and recommend Workforce Housing Incentives as part of the LMO Amendments Plan.
8. Developing an RFQ/RFP for the Bryant Road Project; and
9. Developing a Muddy Creek Neighborhood Stabilization Plan.

To assist HAC members in their roles and ensure alignment with the priorities of the Town Council, Town staff have prepared a Housing Action Committee Guidebook. This guidebook provides members with the following foundational items for the HAC:

1. Town Council Resolution establishing the HAC, its purpose and objectives, and the roles and responsibilities of its members.
2. Membership roster and their contact information.
3. 2024 regular meeting calendar.
4. Rules of Procedure for the conduct of the Committee and its meetings.
5. 2024 Town Council Strategic Action Plan – Strategy #2 Implement the Workforce Housing Framework: Finding Home.
6. FY 2025 Housing Fund Budget as adopted by Town Council; and
7. Reference documents that are relevant to the work of the HAC, initially including the MOUs with the Lowcountry Habitat for Humanity and the Coastal Community Development Corporation.

The guidebook and Town Council Strategic Plan and FY 2025 Budget, as described, will be reviewed by Town staff in detail at the meeting. The guidebook will be provided to members at the meeting and is not attached to this report.

Attachments:

- 2024 Town Council Strategic Action Plan – Implementing the Workforce Housing Framework
- FY2025 Town Council Budget – Housing Fund



2024 Town Council Strategic Action Plan

Implementing the Workforce
Housing Framework



STRATEGY #2

Implement the Workforce Housing Framework:

Finding Home

FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE



STRATEGY #2

Implement the Workforce Housing Framework: *Finding Home*

Workforce housing affordability has been a growing challenge on Hilton Head Island and this negative trend has been accelerating over the last five years. Without deliberate action to counteract these trends, the Town will continue to lose its valuable share of workforce housing, home-by-home, or family-by-family.

The Workforce Housing Framework is a commitment to preserve and expand workforce housing options on Hilton Head Island through the adoption of four (4) foundational pillars: Community, Planning, Management, and Revenue. Collectively, these pillars establish the enabling structure to assign future policy, programs, organizational capacity, resources, and management.





Implement the Workforce Housing Framework: *Finding Home*

COMMUNITY

- Commit to develop, maintain, and support partnerships and relationships with community organizations, as well as regional and state partners to collaboratively address local workforce housing needs.
- Engage with a Housing Action Committee to coordinate with community groups in the housing space, while cultivating an ongoing housing dialogue, engagement with the community in housing education, planning, innovation and provide advice and recommendations.

PLANNING

- Commit to create a multi-year workforce housing action plan that will include a range of prioritized housing tactics and tools.

MANAGEMENT

- Commit to adding dedicated staff to provide coordination and planning.
- Commit to explore the creation of a professionally managed housing organization.
- Commit to and maintain a dashboard of core metrics.

REVENUE

- Commit to a funding plan that meets the needs of the multi-year workforce housing action plan.

NORTHPOINT P3

- Successfully complete the execution of a Development Agreement for the Northpoint Workforce Housing Program.



Implement the Workforce Housing Framework: *Finding Home*

- Execute the Northpoint Public-Private Partnership Agreement.
- Support the Housing Action Committee endorsed 2024 work plan.
- Implement Home Safe and Repair and Lateral Sewer Connections Programs.
- Implement Habitat for Humanity Memorandum of Understanding.
- Implement Coastal Community Development Corporation Memorandum of Understanding.
- Implement Finding Home Plan.
 - Develop and adopt Displacement Mitigation and Support Plan.
 - Create workforce housing metrics dashboard.
 - Develop and implement a comprehensive Workforce Housing Communications Plan.
- Evaluate existing Workforce Housing Policies and recommend Workforce Housing Incentives as part of the LMO Amendments Plan.

2024 Additional Priorities for Town Council Consideration

- Develop an RFQ/RFP for the Bryant Road Project
- Develop a Muddy Creek Neighborhood Stabilization Plan

Town of Hilton Head Island, South Carolina



Fiscal Year 2025
Consolidated Budget Executive Summary

TOWN OF HILTON HEAD ISLAND, SC
FY 2025
PROPOSED CONSOLIDATED BUDGET
TOWN COUNCIL



Alan Perry, Mayor, At-Large



David Ames
Mayor Pro-Tem / Ward 3



Alex Brown
Ward 1



Patsy Brison
Ward 2



Tamara Becker
Ward 4



Steve Alfred
Ward 5

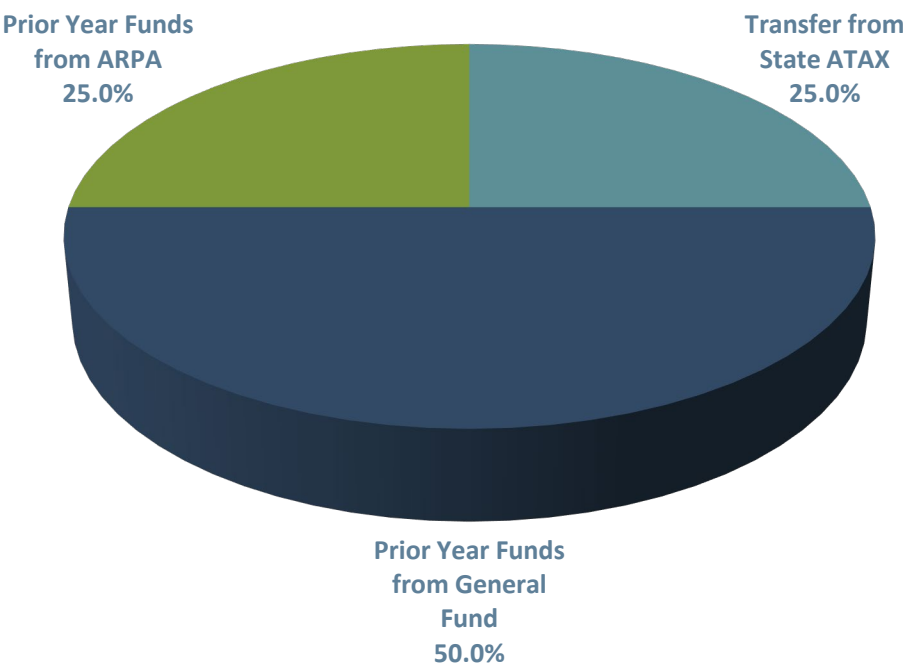


Glenn Stanford
Ward 6

TOWN OF HILTON HEAD ISLAND: FY 2025 HOUSING FUND BUDGET

Sources of Funds

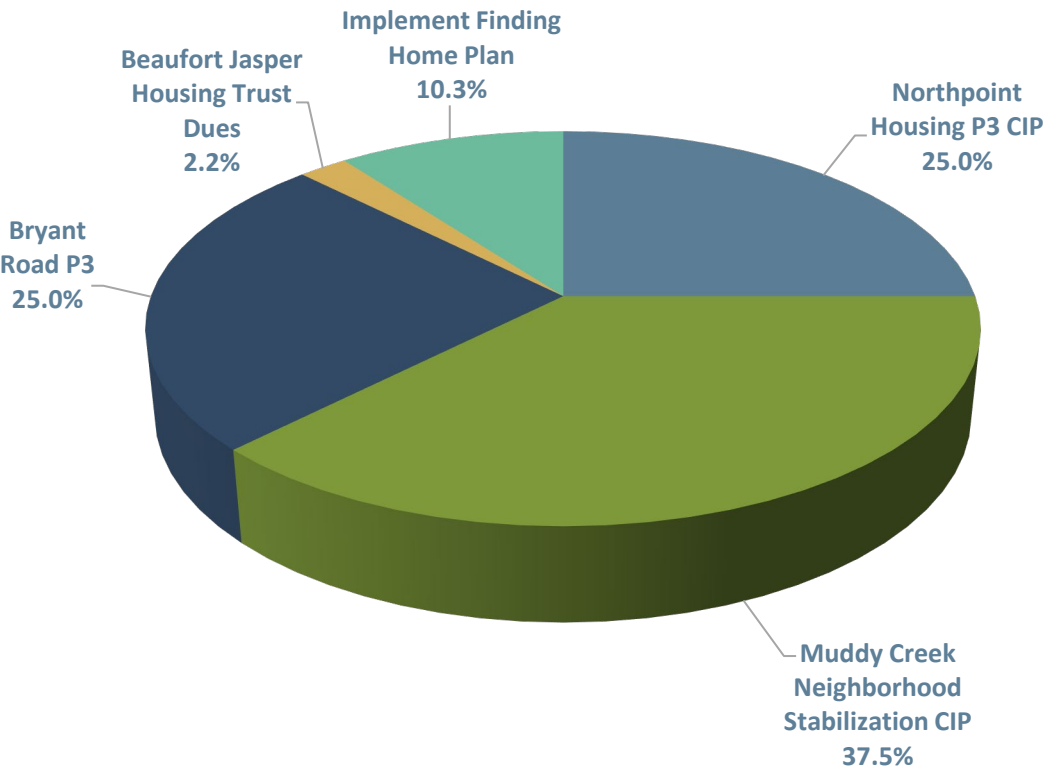
Fiscal Year 2025 Housing Fund - \$4,000,000



	FY 2024 Original Budget	FY 2025 Proposed Budget	% of Budget
Transfer from General Fund	\$ 2,000,000	\$ -	0.0%
Transfer from Capital Projects - ARPA Funds	1,000,000	-	0.0%
Transfer from Capital Projects	350,000	-	0.0%
Transfer from State ATAX	-	1,000,000	25.0%
Prior Year Housing Funds	-	2,000,000	50.0%
Prior Year Funds from ARPA	-	1,000,000	25.0%
Total Revenues	\$ 3,350,000	\$ 4,000,000	100.0%

Uses of Funds

Fiscal Year 2025 Housing Fund - \$4,000,000



	FY 2024 Original Budget	FY 2025 Proposed Budget	% of Budget
Northpoint Housing P3 CIP	\$ 1,000,000	\$ 1,000,000	25.0%
Muddy Creek Neighborhood Stabilization CIP	-	1,500,000	37.5%
Bryant Road P3 CIP	-	1,000,000	25.0%
Beaufort Jasper Housing Trust Dues	86,559	89,206	2.2%
Workforce Housing Soft Costs	-	410,794	10.3%
Housing Initiatives TBD	2,263,441	-	0.0%
Total Expenditures	\$ 3,350,000	\$ 4,000,000	100.0%

TOWN OF HILTON HEAD ISLAND: FY 2025 BUDGET HIGHLIGHTS

Housing Fund Highlights

- Execute the Northpoint Public-Private Partnership Agreement (\$1,000,000)
- Create and Adopt Muddy Creek Neighborhood Stabilization Plan (\$1,500,000)
 - Infrastructure improvements for roads, water, sewer, stormwater, lighting, landscaping, signage, broadband, etc.
- Create and Release a RFQ/RFP for Bryant Road Public-Private Partnership and related infrastructure improvements (\$1,000,000)
- Workforce Housing soft costs (\$410,794)
 - Public-Private Partnership legal, market studies and due diligence (\$310,794)
 - Fair housing studies for public-private partnership projects (\$50,000)
 - Housing Consulting (\$30,000)
 - Housing Program Collateral (print media, videos, etc.) (\$10,000)
 - Development of Housing Data and Metrics Dashboard (\$10,000)
- Support partnership in Beaufort Jasper Housing Trust (Year 3 - \$89,206)

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

*Year 1 = 3% of American Rescue Plan funds

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



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TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Quincy A. White, Chief Housing Officer
VIA: Missy Luick, Director of Planning
VIA: Shawn Leininger, Assistant Town Manager
DATE: July 16, 2024
SUBJECT: Displacement Mitigation Support Plan Recommendation

RECOMMENDATION:

The Housing Action Committee (HAC) is requested to review a proposed Displacement Mitigation Support Plan and recommend adoption to the Town Council.

BACKGROUND:

The Town Council formed the HAC as a part of the priorities defined within the 2022 Workforce Housing Framework, Finding Home, adopted by the Town Council in November 2022.

The Hilton Head Island Workforce Housing Initiative is a comprehensive program aimed at addressing the critical need for workforce housing in the community. Central to this initiative is the 2022 Workforce Housing Framework, "Finding Home," which emphasizes strategies rooted in four core pillars: Community, Planning, Management, and Revenue.

The Displacement Mitigation Support Plan is anchored in the Community Pillar, focusing on defining strategic solutions to support displaced residents. In response to the challenges posed by displacement events, this Plan is designed to provide essential services and support to displaced residents by leveraging the collaborative efforts of various teams and partners, ensuring a coordinated and effective response. Community partners will lead in providing support for residents while utilizing private funding dedicated to displacement mitigation efforts. The Town convened multiple community meetings with stakeholders to develop a Community Response Team and formulate this Plan. Through virtual and in-person meetings and workshops, stakeholders helped define key strategies, recommendations, and barriers to success. Lead partners were selected for their extensive experience in managing displacement events.

SUMMARY:

The Displacement Mitigation Support Plan is a community-led response to displacement events. It identifies key partners, roles, responsibilities, and processes for effective

implementation in response to displacement events. In this regard the Town, through the Chief Housing Officer, will be responsible for implementing the plan through the engagement of key partners. The key partners comprise the Community Response Team and are led by the Deep Well Project. Other partners include the Community Foundation of the Lowcountry (Fiduciary Partner) and Christ Lutheran Church (Community Resource partner). As the lead partner, the Deep Well Project will provide direct services and mobilize the Community Response Team for financial support, mobilization of other community leaders, and coordination with other community resources, including volunteers, and donations. The plan aims to provide resources and support strategies to assist residents affected by displacement, focusing on mitigating its adverse impacts on families and the broader community.

The Displacement Mitigation Support Plan and the Voluntary Displacement Mitigation Support Questionnaire are attached as references.

ATTACHMENTS:

1. Displacement Mitigation Support Plan
2. Voluntary Displacement Mitigation Support Questionnaire

HOME MATTERS

TOWN OF HILTON HEAD ISLAND
DISPLACEMENT MITIGATION
SUPPORT PLAN



June 2024





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ACKNOWLEDGEMENTS

The Town of Hilton Head Island Displacement Mitigation Support Plan work stands as a testament to the collaborative spirit and dedication of numerous community organizations. We extend our deepest gratitude to Town leadership, staff members, and community organizations for their invaluable contributions to address displacement mitigation challenges on Hilton Head Island.

Town Council

- Alan Perry, Mayor
- David Ames, Mayor Pro-Tem, Ward 3
- Alex Brown, Ward 1
- Patsy Brison, Ward 2
- Tamara Becker, Ward 4
- Steve Alfred, Ward 5
- Glenn Stanford, Ward

Community Response Team Lead Partners

- The Deep Well Project
- Community Foundation of the Lowcountry
- Christ Lutheran Church

Town Staff

- Marc Orlando, Town Manager
- Shawn Colin, Assistant Town Manager
- Shawn Leininger, Assistant Town Manager
- Missy Luick, Director of Planning
- Quincy A. White, Chief Housing Officer
- Nicté Barrientos, Planner - Economic Development

Consulting & Facilitation Team

- Together Consulting

EXECUTIVE SUMMARY

The Displacement Mitigation Support Plan is a community-led initiative to address the challenges of residential displacement on Hilton Head Island. The plan outlines key components and responsibilities necessary for effective implementation, led by various community agencies. This Plan formalizes a coordinated effort to activate private and public services in the event of a displacement activity. It marries a web of support and assistance services in a concerted and organized manner to support those impacted by displacement. This Plan is not a static document but is meant to be an actionable plan that will evolve over time to meet changing community needs and respond to shifting housing market trends.

Purpose

The Town of Hilton Head Island faces significant displacement pressures due to rising housing costs and limited availability, which particularly affect working families. In response, the Town has developed the Displacement Mitigation Support Plan, designed to connect displaced residents with community resources. This Plan builds upon previous efforts, including the Town's Workforce Housing Framework, "Finding Home," and the 2019 Workforce Housing Strategic Plan, which provide a roadmap for preserving valuable Workforce Housing and propose proactive strategies to increase its production. Specifically, "Finding Home" emphasizes strategies rooted in four core Pillars: Community, Planning, Management, and Revenue. The Displacement Mitigation Support Plan is anchored in the Community Pillar, focusing on defining strategic solutions to support and preserve existing Workforce Housing units and protect the families residing there. To develop this Plan, the Town held several meetings and workshops to gather insights and recommendations from community partners, ensuring that the plan's goals and objectives are community-led and informed by input from various partners and agencies.

Displacement on Hilton Head Island

Rental market constraints, namely an increase in rent, play a significant role in the potential for tenant displacements. In some cases, tenants can experience 50 percent increases from the previous lease term, leaving families with few options in a market with a low vacancy rate. Another common issue is the risk of displacement due to the sale of rental housing for redevelopment.

Chimney Cove Village is one current example of this growing issue in the local housing market. In 2022, there were 300 tenants at risk of displacement because of potential redevelopment. Displacement could have been devastating to the working families living at Chimney Cove with the loss of one of the few remaining affordable rental communities. Although the Chimney Cove redevelopment project did not happen, Chimney Cove continues to be a site that could undergo redevelopment, highlighting the need for a displacement mitigation plan to protect vulnerable communities during such processes. Displacement impacts not only residents but also businesses on the Island. Business owners report difficulties in recruiting and retaining employees. The

broader effects of displacement can be devastating for individuals and communities, highlighting the need for proactive mitigation strategies.

Approach

The Displacement Mitigation Support Plan is a collaborative, community-led initiative with a dedicated Community Response Team, comprised of a lead partner (The Deep Well Project), that will oversee the plan's execution. The lead partner will coordinate direct services and mobilize the Community Response Team, while a lead fiduciary partner (Community Foundation of the Low-Country) will manage fundraising efforts. Additionally, Community Resource Lead Partner (Christ Lutheran Church) will facilitate and mobilize other community leaders by creating a call to action to aid in the coordination of community partners, volunteers, and donations. Ongoing communication between these partners and the Town will play a critical role in effective mobilization of mitigation resources in the event of displacement.

In summary, the success of the Displacement Mitigation Support Plan hinges on its community-led and community-driven approach. By leveraging the collective expertise and resources of all stakeholders involved, the plan strives to create a more resilient and supportive community environment on Hilton Head Island, where every resident can thrive.



DISPLACEMENT MITIGATION SUPPORT PLAN ROLES & RESPONSIBILITIES

Introduction

In response to the challenges posed by displacement events, this Plan is designed to provide essential services and support to displaced residents by leveraging the collaborative efforts of various teams and partners, ensuring a coordinated and effective response. Community partners will lead in providing support for residents while utilizing private funding dedicated to displacement mitigation efforts. The lead partners were selected for their extensive experience in managing displacement events.

Community Involvement

The Town convened meetings with stakeholders to develop a Community Response Team and formulate this Plan. Through virtual and in-person meetings and workshops, stakeholders helped define key strategies, recommendations, and keys to success. Their input was invaluable in framing the core responsibilities and necessary resources. Additionally, participants drew on best

practice research, community input, and their experiences to propose short- and long-term strategies for the Displacement Mitigation Support Plan.

Displacement Events

Early identification of potential displacement events is crucial for effective mitigation efforts. Various events indicate that displacement may occur, requiring proactive response by the community partners. One significant event is redevelopment, where existing properties undergo renovation or reconstruction, often leading to the displacement of residents. For instance, the potential redevelopment of Chimney Cove highlighted the need for preparedness and community response, prompting the establishment of measures such as the Town's Workforce Housing Framework: Finding Home. Other events include economic shifts, such as rising housing costs or job losses, which can force residents to seek alternative housing options outside their current communities. Natural disasters, like hurricanes or floods, also pose displacement risks, necessitating emergency response plans and resources, especially for residents with less resilient housing stock like manufactured homes.

Additionally, displacement events can be recognized through various channels, including the Pre-Application Process for development projects, where potential impacts on existing residents are assessed. Anecdotal information gathered through school systems or word of mouth within communities can also provide early warning signs of displacement pressures.

Role of the Town of Hilton Head Island

The Chief Housing Officer will be the designated Town official responsible for implementing this Displacement Mitigation Support Plan. Other Town staff, primarily the Planning Department staff responsible for oversight of development and building permit applications, will be responsible for notifying the Chief Housing Officer when made aware of a potential displacement event. Additionally, the Communications Department will be critical in disseminating information to the public, ensuring transparency, and keeping stakeholders informed throughout a potential displacement event. The Chief Housing Officer will serve as the initial point of communication in the event of a potential displacement, notifying the Lead Partner immediately to ensure rapid coordination and mobilization of the Community Response Team to provide necessary assistance and support to affected individuals and families.

To enable early intervention strategies or displacement prevention measures, the Town Planning Department will implement a Voluntary Displacement Mitigation Support Questionnaire for property owners or developers to voluntarily complete when proposing a new development or redevelopment for Town consideration. The purpose of the questionnaire will be solely to assess displacement-related matters. Property owners' or developers' responses will contribute directly to the Community Response Team's efforts to understand and address potential displacement effects resulting from the proposed project. With its focus on early intervention, this process will ensure swift coordination and mobilization of community partners to provide the necessary assistance and support to affected individuals and families. Having this information as early as possible will give the Lead Partner the time required to activate the right partners and resources

to meet the needs of tenants at risk of displacement. Finding alternative and suitable housing options for families can be difficult and will take time. By working with property owners or developers early, the Town can garner better insight into the timing of the development and how and when tenants might be impacted, enabling early intervention from community response partners.

ROLE OF THE COMMUNITY RESPONSE TEAM

The Community Response Team comprises community agencies that provide social services and programs to the public. The Community Response Team, led by a Lead Partner, engages directly with displaced residents to provide essential services and support during a displacement event. The Lead Partner collaborates closely with resource partners to ensure a comprehensive and coordinated response tailored to the specific needs of each displaced resident.

Community Response Team partners include community organizations, government agencies, non-profit organizations, and other relevant entities. Together, they bring diverse expertise and resources, enacting and leading the Displacement Mitigation Support Plan. The roles of the lead partners are as follows:

Lead Partner: The Deep Well Project

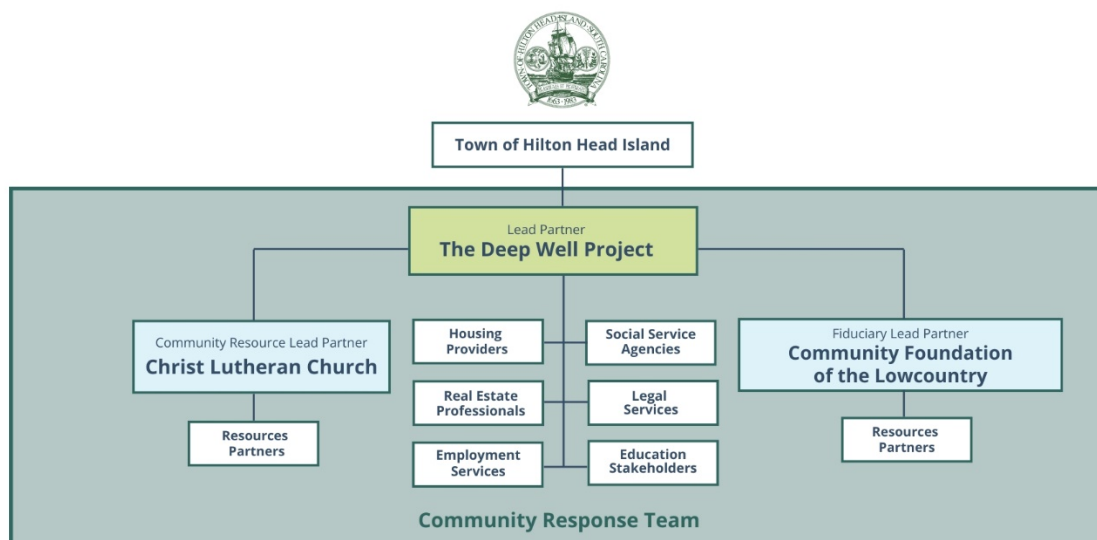
The Deep Well Project will serve as the Lead Partner, responsible for coordinating and overseeing the collaborative efforts of various stakeholders in addressing displacement challenges. This agency facilitates communication, collaboration, and resource allocation among team members, ensuring alignment with the team's objectives and priorities.

Fiduciary Partner: Community Foundation of the Lowcountry

The Community Foundation of the Lowcountry will serve as the Fiduciary Partner, managing the funding aspects of the Community Response Team's initiatives. Responsibilities include developing funding strategies, cultivating donor relationships, writing grant proposals, and organizing fundraising events. The Fiduciary Lead Partner also manages a Displacement Mitigation Fund, supporting rental assistance, moving aid, diversion support, and other necessary programs for displaced residents.

Community Resource Lead Partner: Christ Lutheran Church

Christ Lutheran Church will serve as the Community Resource Lead Partner, supporting the Lead Partner by mobilizing volunteers and gathering donations to assist those affected by displacement. This role is crucial in harnessing community support and ensuring available resources to aid displaced residents.



Organizational Structure

The organizational structure for the Displacement Mitigation Support Plan starts with the Town, which activates the Community Response Team. This team, led by the Lead Partner, Fiduciary Partner, and Community Resource Partner, mobilizes necessary resources and support services to manage displacement events. This design aims to streamline communication, resource allocation, and the execution of the displacement mitigation support plan. The chart notes that the listed partners and roles are not exhaustive but serve as a foundation for creating a comprehensive community response team. It highlights the importance of collaboration and resource sharing among organizations to address displacement issues effectively.

Support Services Offered by the Community Response Team

The Community Response Team activities may include intake assessments to understand individual needs, access to temporary housing, financial assistance, and social services, and facilitating diversion strategies to prevent further displacement. The team collaborates closely with resource partners to ensure a comprehensive and coordinated response tailored to the specific needs of each displaced resident. Some areas of expertise include the following:

- Case Management
- Rental Assistance
- Moving Expenses
- Diversion Services
- Housing Navigator Services
- Employment Services
- Education Stakeholders

CONCLUSION

The Displacement Mitigation Support Plan for Hilton Head Island is a community-driven effort designed to tackle the pressing issue of residential displacement. Rising housing costs and limited availability create significant challenges for local families, so this Plan unites the Town and various community partners to provide vital support and solutions. Central to the Plan's success is its emphasis on community involvement. Residents and stakeholders shared valuable insights through meetings and workshops, ensuring the strategies developed were relevant and practical. This comprehensive approach fosters a sense of connection and commitment to the Plan's objectives.

Key partners have been identified to play critical roles in ensuring the Plan's effective implementation. These partners bring essential expertise, resources, and strong community ties. Each partner will oversee different aspects of the Plan, from coordinating direct services to managing fundraising and mobilizing volunteers. A Memorandum of Understanding (MOU) between the Town and the lead partners will specify the responsibilities and commitments.

This structured approach enhances the Plan's operational effectiveness and ensures that assistance reaches those in need swiftly and efficiently. Notably, the Plan is designed to adapt to changing needs and circumstances. It's not just a static response but an ongoing effort to support residents facing housing challenges. By working together, the community can create a stable and supportive environment where every resident has the opportunity to thrive.

The Displacement Mitigation Support Plan is a proactive and collaborative initiative to build a stronger, more resilient Hilton Head Island. Through shared efforts and a clear structure, the community aspires to ensure that all residents can live securely and prosper despite the challenges posed by the housing market.



TOWN OF HILTON HEAD ISLAND

Planning Department

Voluntary Displacement Mitigation Support Questionnaire

This questionnaire is to be completed by the property owner or authorized representative. Any efforts to address displacement support directly with tenants will be based on the timeline provided. The information provided in this questionnaire will solely be used for the purpose of assessing displacement-related matters. Responses will contribute to understanding and addressing any potential displacement effects resulting from the proposed project.

1. Are there existing tenants in the development? _____
2. Are the tenants aware of the proposed project? _____
3. What is the current occupancy rate? _____
4. How many units (number and type) are being impacted? _____
5. How many tenants are being impacted (household size)? _____
6. How long are the leases? Or when do leases expire? _____
7. What are the current rent ranges? _____
8. Are you aware if tenants work on the Island? _____
9. Are you aware in tenants have school-aged children? _____
10. Would you consider an extended lease termination process? _____
11. Will the new development be maintained as the same use (rental, mobile home, ownership?) _____
12. If returning to rental, what will the new rent ranges be? _____
13. Will the property offer any workforce housing units? What will the rent ranges be? _____
14. Would you consider offering workforce housing units if there were incentives to do so? _____
15. Would you be willing to offer tenants "first right to return to the property if they qualify"? _____
16. Do you have other units or other properties you might offer tenants as an alternative housing option? _____
17. If you do not have alternative units, do you have any recommendations or other rental property owner relationships on Island for potential relocation suggestions? _____
18. Would you have the capacity to offer moving assistance or relocation support for tenants? _____
19. Would you offer a reference letter to tenants seeking new apartment options? _____
20. Can you provide details on any financial assistance or compensation packages offered to current residents to facilitate their relocation? _____
21. Would you be willing to host a tenant engagement meeting with Community Partners to learn about displacement support resources? _____
22. Will tenants require bilingual services? _____
23. Are you willing to work with the Town to ensure tenants have a smooth transition through this process? _____
24. What is the timeline for 100% vacancy? _____
25. How will you ensure transparent communication with current residents regarding the redevelopment plans, including regular updates on project milestones and timelines? _____
26. Are there plans in place to prioritize housing options for vulnerable populations or households with specific needs, such as families with children, elderly residents, or individuals with disabilities? _____
27. What measures will be implemented to address potential concerns or grievances raised by current residents during the relocation process? _____
28. How will you ensure transparent communication with current residents regarding the redevelopment plans, including regular updates on project milestones and timelines? _____
29. How will you ensure that the relocation process adheres to all relevant legal requirements and regulations governing tenant rights and protections? _____

Signature _____

Date _____



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM:
DATE: July 16, 2024
SUBJECT: Workforce Housing Program Updates - Quincy White, Chief Housing Officer

RECOMMENDATION:

SUMMARY:

BACKGROUND:

ATTACHMENTS:

None



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM:
DATE: July 16, 2024
SUBJECT: Work Area Updates - Jack Alderman, Housing Action Committee Chair

RECOMMENDATION:

SUMMARY:

BACKGROUND:

ATTACHMENTS:

None