

II. FISCAL IMPACT ANALYSIS

A. Five Year Summary of Fiscal Impact:

Fiscal Years	2015	2016	2017	2018	2019
Capital Expenditures					
Operating Costs					
External Revenues					
Program Income					
In-Kind Match (County)					
NET FISCAL IMPACT	*				

# ADDITIONAL FTE POSITIONS (Cumulative)					
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Is Item Included In Current Budget? Yes _____ No _____


Budget Account No.:

Fund _____ Dept _____ Unit _____ Object _____ Program Code/Period _____

B. Recommended Sources of Funds/Summary of Fiscal Impact:

* No Fiscal Impact.


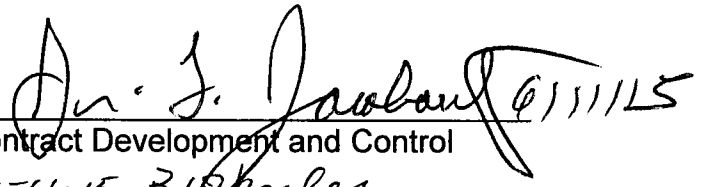
C. Departmental Fiscal Review:



 Shairette Major, Fiscal Manager I

III. REVIEW COMMENTS

A. OFMB Fiscal and/or Contract Development and Control Comments:

 _____ OFMB 6/9 EA 6/9 EA	 _____ Contract Development and Control 6-11-15 B Wheeler
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B. Legal Sufficiency:



 Assistant County Attorney

C. Other Department Review:

 Department Director

**Certification by State or Local
Official of PHA Plans Consistency
with the Consolidated Plan**

**U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB# 2577-0226
Expires 08/30/2011**

**Certification by State or Local Official of PHA Plans Consistency with the
Consolidated Plan**

I, Shelley Vana the Mayor of Palm Beach County, Florida certify that the Five Year and Annual PHA Plan of the Palm Beach County Housing Authority is consistent with the Consolidated Plan of Palm Beach County, Florida prepared pursuant to 24 CFR Part 91.

(COUNTY SEAL BELOW)

**PALM BEACH COUNTY, FLORIDA, a
Political Subdivision of the State of Florida**

BOARD OF COUNTY COMMISSIONERS

ATTEST: Sharon R. Bock,
Clerk & Comptroller

By: _____
Shelley Vana, Mayor

By: _____
Deputy Clerk

Date: _____

Approved as to Form and
Legal Sufficiency

Document No.: _____

By: _____
James Brako
Assistant County Attorney

Palm Beach County Housing Authority

Agency Plan Summary



**Five Year Plan FY2016- FY 2020
&
Annual Plan FY 2016**

10/01/2015

Attachment # _____

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EXECUTIVE SUMMARY

PBCHA continually strives to effectively meet the needs of our changing community.

The Executive Director, governed by the Board of Commissioners, regularly reviews the agency's focus and direction. As a result of strong leadership, monitoring, and fostering an agency posture of teamwork, all departments work in unison to ensure that the Agency will fulfill a myriad of future needs, and continue to support our mission to be the premier agency in the affordable housing market.

The following is a summary of PBCHA's Five Year Plan (FY2016-FY2020) and Annual Plan (FY2016) to be transmitted to the Department of Housing and Urban Development (HUD) before the beginning of the PHA's fiscal year.

The purpose of the Agency Plan is to guide and propel the PBCHA to exercise optimum flexibility in meeting local housing needs within the community while also sustaining a standard of "high performance" and excellence.

The Agency Plan contains a FY2016- FY2020 Five-Year Plan that includes the Authority's mission and long range goals and objectives. The FY 2016 Annual Plan addresses the Authority's immediate operations, current policies, program participants, programs and the PHA's strategy for handling operational concerns, client concerns and needs, and programs and services for the upcoming fiscal year.

PBCHA will continue to improve its public image and agency profile through marketing and promotion of its vision, mission, values, and goals, through technology, networking, and community interactions. The agency continues to significantly expand its engagement with governmental, non-profit, for-profit, and foundation partners that share the same vision, mission, and values, in an effort to provide greater opportunities for the community.

The PBCHA will respond to the growing affordable housing needs that are evidenced in Palm Beach County by:

- Preserving the affordability and quality of existing housing stock
- Pursuing multiple funding sources to acquire or develop additional affordable housing stock
- Ensuring residents have access to supportive services and community resources that promote self-sufficiency and economic sustainability

The Agency Plan is also consistent with the Consolidated Plan/CHAS of Palm Beach County.

MISSION STATEMENT

The Palm Beach County Housing Authority's mission is to provide decent, affordable housing to low and moderate-income families, elderly, and disabled individuals who strive for self-sufficiency and/or independent living. PBCHA's commitment is to become the leading housing agency in Palm Beach County while improving the quality of life of residents and participants through key partnerships with stakeholders that share the same vision for affordable housing, self-sufficiency, and independent living.

GOALS & OBJECTIVES

1. Goal: Expand the supply of affordable housing

Objectives

- Leverage private and other public funds to create additional housing opportunities
- Acquire or build housing developments
- Consider for-profit affiliates for development ventures
- Consider partnerships to address the needs of the homeless population of Palm Beach County
- Explore the addition of various types of rental vouchers, sale of property or other alternatives to expand supply of affordable housing

2. Goal: Improve the quality of affordable housing

Objectives

- a. Maintain High Performer designation in PHAS and SEMAP
- b. Increase customer satisfaction
- c. Enhance self-service options to empower applicants, residents, voucher recipients and landlords
- d. Replace or modernize current housing stock
- e. Demolish, dispose or repurpose obsolete housing stock
- f. Explore opportunities through the Rental Assistance Demonstration program
- g. Provide replacement housing where possible
- h. Enhance energy-efficiency through green initiatives

3. Goal: Improve quality of life and economic vitality in PBCHA communities

Objectives

- a. Implement measures to increase safety and reduce crime
- b. Increase on-site services for elderly residents
- c. Improve on-boarding process for applicants
- d. Consider installation of security cameras in critical locations
- e. Increase partnerships with public and private agencies to maximize available resources
- f. Educate residents on emergency preparedness
- g. Increase resident participation through resident councils

4. Goal: Promote self-sufficiency within residents and voucher recipients

Objectives

- a. Continue to apply for grant programs that benefit self-sufficiency
- b. Develop strategic partnerships to connect clients to quality support services that promote economic sustainability and independent living
- c. Encourage and assist public housing residents paying flat rent to pursue homeownership and/or market rate housing
- d. Increase employment opportunities and resident owned business opportunities for PH residents and voucher recipients

5. Goal: Promote Equal Opportunity Housing for all Americans

Objectives

- a. Affirmatively further fair housing through education and training
- b. Ensure equal opportunity

6. Goal: Strengthen organizational and financial infrastructure to support our mission and goals

Objectives

- a. Improve training and development opportunities for staff
- b. Continue to improve, develop and implement annual performance evaluation system
- c. Continue to improve, develop and implement policies and processes
- d. Ensure organizational sustainability through succession planning
- e. Explore tools and systems that improve financial management capabilities

7. Goal: Reduce program abuse in assisted housing programs

Objectives

- a. Maintain relationship with Palm Beach County Sheriff's Office to assist with fraud prevention and recovery
- b. Train and reinforce fraud detection and reporting protocols within staff and program clients

8. Goal: Implement new flat rent provisions

Objectives

- a. Establish flat rents at no less than 80 percent of the fair market rent (FMR)
- b. Perform due diligence to provide proper notice to public housing residents
- c. Examine any state or local law that limits the amount of annual rent increases to ensure compliance

9. Goal: Expand Resident Services to provide opportunities and access to services that promote self-sufficiency, maintain independent living, and support making positive life choices

Objectives

- a. Improve application and on-boarding process to ensure successful tenancy
- b. Increase resident accessibility to employment, physical health, mental health, substance abuse and educational services
- c. Promote homeownership
- d. Increase accessibility to prevention activities such as legal services, financial education services, and housekeeping education
- e. Promote resident participation in their communities

10. Other Goals and Objectives include:

- a. Reduce Public Housing vacancies
- b. Concentrate on efforts to improve specific management functions
- c. Increase assisted housing choices
- d. Explore voucher homeownership program
- e. Implement measures to deconcentrate poverty by increasing mixed income properties
- f. Designate developments or buildings for particular resident groups (elderly, persons with disabilities)
- g. Decrease violence and drug-related criminal activity in public housing neighborhoods
- h. Provide or attract support services to improve recipient's employability
- i. Provide or attract support services to increase independence for elderly and persons with disabilities

PHA PLAN UPDATE

Safety and Crime Prevention

The residents of Palm Beach County Housing Authority (PBCHA) properties trust our organization to maintain safety and security of the area, resulting in higher quality of life for the families we serve. While we aim to provide a secure and highly walkable area, crimes unfortunately occur that threaten the lives and safety of those we serve. Despite installing impact windows and replacing exterior doors we have experienced over 50 burglaries across our properties in the latest calendar year. Notwithstanding our partnership with the Palm Beach County Sheriff's office, we are experiencing an increase in drug related arrests, vandalism, burglaries of vehicles, and assaults.

In early 2015, PBCHA applied for Emergency Safety and Security funds in the amount of \$240,000.00. If approved, PBCHA intends to purchase and install internal and external security systems and cameras with night vision, 360 degree coverage and digital video recording capability at the Marshall Heights, Schall Landing, Seminole Estate, Dyson Circle and Drexel Senior Apartments.

Designated Housing for Elderly and Disabled Families

PBCHA has one community designated for elderly. Drexel House Apartments was originally designated elderly-only in 2000, and PBCHA reinstated the designation in 2007. PBCHA will continue to seek elderly-only designation for Drexel House.

PBCHA recently acquired 75 mainstream, non-elderly disabled vouchers, and currently all vouchers are active throughout Palm Beach County.

Project Based Vouchers

PBCHA administers a project-based voucher program contract that encompasses 173 units of designated housing for the elderly, near elderly and homeless. The PBV program is currently at two locations: Ninety-three (93) housing choice vouchers set aside for the Quiet Waters center located in Belle Glade. As of June 1, 2012 all ninety-three (93) contracts were completed and housed. Eighty-seven+ (87) of the applicants were homeless. Eighty (80) housing choice vouchers set aside for Project Based Vouchers are allocated to the Westgate Plaza Apartments. Construction was completed in November 2012 and all eighty (80) contracts were completed and housed.

Project-based vouchers will be used primarily as a tool for making projects located in Difficult to Develop Areas (DDA) financially feasible, consistent with our objective of leveraging private and public funds to create additional housing opportunities. PBCHA will solicit

proposals by using the request for proposals procurement method. PBCHA shall not limit proposals to a single site or impose restrictions that explicitly or practically preclude owner submission of proposals for project-based voucher housing on different sites. Project based assistance for housing at the selected site must be consistent with the goal of expanding housing and economic opportunities for low-to-moderate income families.

Development

Development Name: South Bay Villas – Phase 1: 16-Unit Substantial Rehabilitation

Description of Development: South Bay Villas (Phase 1 Construction) is a 16-Unit rehabilitation project which began on September 24, 2014. PBCHA held a Groundbreaking ceremony on the above referenced date. The General Contractor for the project is “2”SBW (a local minority contractor). The 16 units being rehabbed are located in two of eight buildings (8 units each), South Bay Villas, Buildings #1 and #3. The construction work is on schedule, and has not exceeded the established budget. The County has provided an additional \$389,116.00 in grant funds for construction hard costs and another \$ 181, 616.00 for concealed conditions.

Activity Type: Mixed Finance Substantial Rehabilitation

Application Status: Approved

Number of units affected: 16 Units

Projected start date of activity: September 24, 2014

Projected end date of activity: May 31, 2015

Development Name: New South Bay Villas: Repositioning & Redevelopment of Marshall Heights and South Bay Villas

Description of Development: New South Bay Villas: Redevelopment of Marshall Heights and South Bay Villas is a proposed mixed finance – Substantial Rehabilitation and New Construction project involving the Palm Beach County Housing Authority and Co-Developers. South Bay Villas was built in 1987, and comprises 8 buildings, which contain 65 units. Marshall Heights consists of 62 units spread throughout 28 townhome style buildings. The property was constructed in 1975. Upon completion, South Bay Villas and Marshall Heights will be combined to form **New South Bay Villas (NSBV)**, and offer a wide range of supportive services tailored to the working family. It is anticipated that the Community Center for the City of South Bay located adjacent to the properties will serve as a suitable “Community Center” for the new community as well as all of the citizens of South Bay. On October 21, 2014, Palm Beach County conditionally approved the award of a **HOME** loan in the principal amount of \$1,033,996 to New South Bay Villas. Construction at South Bay Villas is expected to begin in December, 2015.

Activity Type: Mixed Finance Substantial Rehabilitation and New Construction

Application Status: HUD Approval of Demolition/Disposition Application expected by July 1, 2015

Date Application planned for submission: May, 2015

Number of units affected: 131 Units

Projected start date of activity: August 7, 2014

Projected end Date of activity: June 30, 2017

Development Name: Covenant Villas: 144-Unit Substantial Rehabilitation

Description of Development: Covenant Villas is the proposed rehabilitation of a 144-unit apartment complex located in Belle Glade. It was constructed by NOAH Development Corporation, (a non –profit organization whose mission is to create affordable housing in the Glades area). Due to extreme challenges in the Glades, Covenant Villas is in need of significant repair and is currently only 40% occupied. In an effort to address the challenges faced by the Covenant Villas rehabilitation process, NOAH Development Corporation has entered into a joint venture with PBCHA, and other affordable housing developers who will provide financing guarantees, and oversight for the redevelopment effort. As co-developer, PBCHA will provide project-based vouchers, and will assume management of the newly renovated property. The project funding will comprise of a combination of public and private financing. In addition, a 9% tax credit financing application has been submitted.

Activity Type: Mixed Finance Modernization, Project-based vouchers.

Application Status: 9% Tax Credit Application pending

Date application planned for submission: 9% tax credit financing app submitted in March, 2015

Number of units affected: 144 Units

Projected start date of activity: TBD

Projected end date of activity: TBD

Development Name: Brighten Development (Vacant Land – City of Boynton Beach)

Description of development: Brighten Development is a proposed redevelopment project involving the PBCHA and a co-developer. The redevelopment will take place on 9.75 acres of vacant land owned by PBCHA. The proposed project will involve the construction of Senior Rental Housing. The specific number of units has yet to be determined. PBCHA is working on a Master Development Agreement for this project.

Activity Type: Development

Application Status: Pre-Application

Date application planned for submission: TBD

Number of units affected: N/A

Projected start date of activity: TBD

Projected end date of activity: TBD

Development Name: Belle Glade Campus of Learners

Description of Development: Belle Glade Campus of Learners is the rehabilitation, repositioning and rebranding of the Belle Glade Gardens Apartment complex, 384-unit property located in Belle Glade, Florida. The “campus-like” setting of the property provides a viable setting for a sustainable, holistic, live-work-learn environment. PBCHA proposes to re-brand the property “Belle Glade Campus of Learners” (BGCL) and reposition it as a housing development that provides its residents with education, job training, employment and supportive services. In 2014, the property was sent to auction. A bidder met the reserve price; however, the status of the property is currently unknown.

Activity Type: Development

Number of units affected: 384 Units

Projected start date of activity: TBD

Projected end date of activity: TBD

Development Name: Drexel Senior Apartments Substantial Rehab (RAD)

Description of Development: Drexel Senior Apartments Substantial Rehab (RAD) is the proposed rehabilitation of the existing 100 units of affordable multi-family rental housing at Drexel House Apartments. The 4-story, 100- 1 bedroom apartment building is designated as senior housing. Financial options to be considered for the project include 4% LIHTC, 9% LIHTC, RAD and Section 18 rent increases. PBCHA will partner with co-developers for the project.

Activity Type: Rental Assistance Demonstration Program (RAD)

Application Status: RAD Application pending

Date application planned for submission: Application submitted in April, 2015

Number of units affected: 100 Units

Projected start date of activity: Project started with RAD application preparation in February, 2015

Projected end date of activity: TBD

FIVE YEAR PLAN MISSION, GOALS & BRIEF STATEMENT OF PROGRESS

- The Palm Beach County Housing Authority continues to maintain High Performer designation, and continues to assess management factors to maintain current designations on PHAS and SEMAP scores.
- Workshops, trainings, and Resident Council meetings assist program participants with reaching their goals and to also create an overall better quality of life.
- PBCHA secured funding to continue administering the Family Self-Sufficiency program.
- PBCHA established partnerships to collaborate on assisting participants attain self-sufficiency, promote healthy living, and youth programs.
- PBCHA pursued funding from the Emergency Safety and Security Funds.
- The Executive Director sits on the Board of the Homeless Coalition to contribute to Palm Beach County's strategy to end Homelessness by 2020.
- Between 2009 and 2011 PBCHA, Public Housing Authority sites underwent significant hurricane hardening. Impact windows were installed throughout all 490 public housing units, and impact rated exterior doors installed in more than three quarters of our Public Housing stock. This project was made possible through use of CDBG and DES grants.
- The Housing Authority is considering submission of an application requesting permission to dispose of all of the Public Housing "Scattered Sites" which includes forty-four (44) single family homes and one (1) vacant parcel of land where a single family scattered site home was demolished in November 2012.
- PBCHA installed central air-conditioning in all seventy-five (75) Seminole Estates public housing units in 2012. The Agency is always scouting for any funding opportunities which will enable the installation, maintenance, and upkeep of central air conditioning systems at additional Public Housing Sites.
- As described in 24 CFR Part 903.7(c), the Authority has adopted a site-based waiting list for all sites in both AMPs. This is also outlined in Palm Beach County Housing Authority's Resolution #821, as well as in the revision of chapters four (4) and five (5) of the Agency's Admissions and Continued Occupancy Policy (ACOP). These site-based waiting lists are consistent with all applicable civil rights and fair housing laws and

regulations. PBCHA has procured a consultant to assist with the transition and ensure compliance with all relevant Federal, State and Local regulations.

- PBCHA acquired 75 mainstream vouchers from Housing Partnership in 2015. The vouchers represent a new program under the PBCHA's Housing Choice Voucher Program. Additionally, PBCHA became sub-recipient of the HOPWA grant through an agreement with the City of West Palm Beach. PBCHA currently administers 222 HOPWA vouchers, and also oversees the support services, provided by Ryan White providers, for clients of the HOPWA program.
- Quiet Waters is a 93 unit Project-Based Housing Choice Voucher site. The property maintains an occupancy rate of over 99%, is located in Belle Glade, Florida, and has been occupied since July 2009. A separate waiting list is maintained for the property, and specific preferences that relate to Project Based Vouchers are followed as noted in the Administrative Plan. There is consideration for an expansion project tentatively referred to as "Quiet Waters II". This second phase potentially represents seventy-five (75) units that would warrant seventy-five (75) additional Project-Based Vouchers from PBCHA.
- Westgate Plaza is an 80 unit Project-Based Housing Choice Voucher site. The property maintains an occupancy rate of over 99%, is located in West Palm Beach, Florida, and has been occupied since November 2012. A separate waiting list is maintained for the property, and specific preferences that relate to Project Based Vouchers are followed as noted in the Administrative Plan. The development project was a joint venture between PBCHA and Landmark Corporation funded in part by NSP-2 through the Department of Economic Sustainability.
- The Housing Authority was awarded \$750,000 in NSP-1 grant funds and in 2009 purchased six (6) foreclosed homes in the following areas: Lake Worth, Greenacres, Loxahatchee, West Palm Beach, Lantana and Jupiter. These homes are offered for rent, and are all currently occupied.
- The Housing Authority was the sub recipient of \$1,408,021.50 in NSP-3 grant funds from the Department of Economic Sustainability. After considerable research, PBCHA identified and acquired a property named South Bay Villas in the Glades area. The 65 residential units will serve to house a diverse low income population, after an extensive rehabilitation project. (See Annex 1).The acquisition also includes an auxiliary building which is presently occupied by a child development center. South Bay Villas is specifically located in the City of South Bay, and sits adjacent to PBCHA's Marshall Heights development. South Bay Villas is currently undergoing significant rehabilitation, which started in September 2014. Phase 1 of the rehabilitation project is partially funded by \$773,191 in NSP-2 funds, and Agency funds.
- In collaboration with non-profit and for-profit developers, PBCHA is evaluating the most effective usage for Agency-owned vacant land, and the expansion or revamp of

the Agency's housing stock. Possible projects include senior housing, and mixed-population developments in various areas of the County.

- For the past several years, PBCHA has received outstanding scores (95-98) during the REAC inspections; performed by HUD to evaluate the condition of subsidized housing. PBCHA is planning modernization and rehabilitation projects utilizing the Rental Assistance Demonstration (RAD) program to sustain these properties for an additional 40 years. PBCHA will procure private debt, tax credits, bonds, and other sources to fund this project. Currently, PBCHA is focusing on assessing the housing needs in the City of West Palm Beach and Palm Beach County, keeping in mind the housing needs of the community. PBCHA is in the process of pre-development activity with various co-developers.
- There is a general need for accessible and visitable units not only for current public housing tenants but also applicants on the waiting list. PBCHA takes these needs into consideration when planning for development projects, and rehabilitation.
- The Housing Authority released various Requests for Proposals to expand collaborations in development, and to procure services:
 - Stair Repair (Dyson Circle)
 - Modernization and Improvements to Banyan Club
 - Real Estate Development Services
 - Project Based Vouchers for South Bay Villas
 - Project Based Vouchers for Covenant Villas
 - Substantial Rehabilitation of Drexel House Apartments (Senior Housing)

PUBLIC HEARING

The PHA must conduct a Public Hearing to discuss the new Annual Plan and the current Five-Year Plan.

The Agency Plan Public Hearing will take place at 3:00 P.M. on Wednesday, July 8th at Banyan Club Apartments, located at 2300 Banyan Lane, West Palm Beach, FL 33415. (Subject to change)

The public may review copies of the 5-Year and Annual Plan at the main administrative office located at **3432 West 45th street in West Palm Beach, Florida**. The public may also review copies of the 5-Year and Annual Plan at the locations listed below:

Dyson Circle Apartments: 4695 N Dyson Circle, West Palm Beach, Florida 33415

Marshall Heights Apartments: 2802 Ilex Court, South Bay, Florida 33493

Schall Landings Apartments: 2402 Schall Circle, West Palm Beach, Florida 33417

Seminole Estates: 6388 Seminole Circle in Lantana, Florida 33462

Drexel House Apartments: 1745 Drexel Road in West Palm Beach, Florida 33417

SUBMITTING THE PLAN TO HUD

The Agency Plan will be submitted to HUD on around July 15th, 2015.