

<b>Streamlined Annual PHA Plan (Small PHAs)</b>	<b>U.S. Department of Housing and Urban Development Office of Public and Indian Housing</b>	<b>OMB No. 2577-0226 Expires: 09/30/2027</b>
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**Purpose.** The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services. They also inform HUD, families served by the PHA, and members of the public of the PHA's mission, goals, and objectives for serving the needs of low-, very low-, and extremely low- income families.

**Applicability.** The Form HUD-50075-SM is to be completed annually by **Small PHAs**. PHAs that meet the definition of a Standard PHA, Troubled PHA, High Performer PHA, HCV-Only PHA, or Qualified PHA do not need to submit this form. Note: PHAs with zero public housing units must continue to comply with the PHA Plan requirements until they closeout their Section 9 programs (ACC termination).

**Definitions.**

- (1) **High-Performer PHA** – A PHA that owns or manages more than 550 combined public housing units and housing choice vouchers (HCVs) and was designated as a high performer on both the most recent Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) assessments if administering both programs, SEMAP for PHAs that only administer tenant-based assistance and/or project-based assistance, or PHAS if only administering public housing.
- (2) **Small PHA** - A PHA that is not designated as PHAS or SEMAP troubled, and that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceed 550.
- (3) **Housing Choice Voucher (HCV) Only PHA** - A PHA that administers more than 550 HCVs, was not designated as troubled in its most recent SEMAP assessment and does not own or manage public housing.
- (4) **Standard PHA** - A PHA that owns or manages 250 or more public housing units and any number of vouchers where the total combined units exceed 550, and that was designated as a standard performer in the most recent PHAS or SEMAP assessments.
- (5) **Troubled PHA** - A PHA that achieves an overall PHAS or SEMAP score of less than 60 percent.
- (6) **Qualified PHA** - A PHA with 550 or fewer public housing dwelling units and/or HCVs combined and is not PHAS or SEMAP troubled.

A.	PHA Information.
A.1	<p>PHA Name: _____ PHA Code: _____</p> <p>PHA Plan for Fiscal Year Beginning: (MM/YYYY): _____</p> <p>PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above)</p> <p>Number of Public Housing (PH) Units _____ Number of Housing Choice Vouchers (HCVs) _____</p> <p>Total Combined _____</p> <p>PHA Plan Submission Type: <input type="checkbox"/> Annual Submission <input type="checkbox"/> Streamlined Annual Submission</p> <p><b>Public Availability of Information.</b> In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information of the PHA policies contained in the standard Annual Plan but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA and should make documents available electronically for public inspection upon request. PHAs are strongly encouraged to post complete PHA Plans on their official websites and to provide each resident council with a copy of their PHA Plans.</p>



(c) The PHA must submit its Deconcentration Policy for Field Office Review.

**B.2 New Activities.**

(a) Does the PHA intend to undertake any new activities related to the following in the PHA's applicable Fiscal Year?

Y   N

- |                          |                          |  |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Choice Neighborhoods Grants.   |
| <input type="checkbox"/> | <input type="checkbox"/> | Modernization or Development.  |
| <input type="checkbox"/> | <input type="checkbox"/> | Demolition and/or Disposition.   |
| <input type="checkbox"/> | <input type="checkbox"/> | Conversion of Public Housing to Tenant Based Assistance.   |
| <input type="checkbox"/> | <input type="checkbox"/> | Conversion of Public Housing to Project-Based Rental Assistance or Project-Based Vouchers under RAD.                   |
| <input type="checkbox"/> | <input type="checkbox"/> | Homeownership Program under Section 32, 9 or 8(Y)  |
| <input type="checkbox"/> | <input type="checkbox"/> | Project Based Vouchers.  |
| <input type="checkbox"/> | <input type="checkbox"/> | Units with Approved Vacancies for Modernization.   |
| <input type="checkbox"/> | <input type="checkbox"/> | Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants). |

(b) If any of these activities are planned for the applicable Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project-based units and general locations, and describe how project basing would be consistent with the PHA Plan.

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**B.3 Progress Report.**

Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year Plan.

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<b>B.4</b>	<p><b>Capital Improvements.</b> Include a reference here to the most recent HUD-approved 5-Year Action Plan in EPIC and the date that it was approved.</p>
<b>B.5</b>	<p><b>Most Recent Fiscal Year Audit.</b></p> <p>(a) Were there any findings in the most recent FY Audit?</p> <p>Y   N  <input type="checkbox"/> <input type="checkbox"/></p> <p>(b) If yes, please describe:</p>
<p><b>Plan Elements Submitted All Other Years (Years 1-4).</b> Required elements for all other fiscal years. This section does not need to be completed in years when a Small PHA is submitting its 5-Year PHA Plan.</p>	
<b>B.1</b>	<p><b>New Activities</b></p> <p>(a) Does the PHA intend to undertake any new activities related to the following in the PHA's applicable Fiscal Year?</p> <p>Y   N</p> <p> <input type="checkbox"/> <input type="checkbox"/> Choice Neighborhoods Grants  <input type="checkbox"/> <input type="checkbox"/> Modernization or Development  <input type="checkbox"/> <input type="checkbox"/> Demolition and/or Disposition  <input type="checkbox"/> <input type="checkbox"/> Conversion of Public Housing to Tenant-Based Assistance  <input type="checkbox"/> <input type="checkbox"/> Conversion of Public Housing to Project-Based Assistance under RAD.  <input type="checkbox"/> <input type="checkbox"/> Homeownership Program under Section 32, 9 or 8(Y)  <input type="checkbox"/> <input type="checkbox"/> Project Based Vouchers.  <input type="checkbox"/> <input type="checkbox"/> Units with Approved Vacancies for Modernization.  <input type="checkbox"/> <input type="checkbox"/> Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants). </p> <p>(b) If any of these activities are planned for the applicable Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process.</p>

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(c) If using Project-Based Vouchers, provide the projected number of project-based units, general locations, and describe how project-basing would be consistent with the PHA Plan.

(d) The PHA must submit its Deconcentration Policy for Field Office Review.

<b>B.2</b>	<b>Capital Improvements.</b> Include a reference here to the most recent HUD-approved 5-Year Action Plan in EPIC and the date that it was approved.
<b>C</b>	<b>Other Document or Certification Requirements for Annual Plan Submissions.</b> Required in all submission years.
<b>C.1</b>	<p><b>Resident Advisory Board (RAB) Comments.</b></p> <p>(a) Did the RAB(s) have comments to the PHA Plan?</p> <p>Y    N  <input type="checkbox"/>   <input type="checkbox"/></p> <p>(b) If yes, comments must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p> <p style="text-align: center; font-size: 100px; font-weight: bold;">DRAFT</p>
<b>C.2</b>	<p><b>Certification by State or Local Officials.</b></p> <p>Form HUD 50077-SL, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>
<b>C.3</b>	<p><b>Civil Rights Certification/ Certification Listing Policies and Programs that the PHA has Revised since Submission of its Last Annual Plan.</b></p> <p>Form HUD-50077-CRT-SM, <i>PHA Certifications of Compliance with PHA Plan, Civil Rights, and Related Laws and Regulations Including PHA Plan Elements that Have Changed</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>

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## WEST PALM BEACH HOUSING AUTHORITY

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### PROGRESS REPORT 2026

Below is a report on the progress the West Palm Beach Housing Authority (WPBHA) has made in meeting the goals and objectives described in the 2024-2028 Five (5)-Year Plan.

#### **GOAL: MANAGE THE WEST PALM BEACH HOUSING AUTHORITY'S EXISTING HOUSING STOCK IN AN EFFICIENT AND EFFECTIVE MANNER AND SEEK TO EXPAND THE STOCK OF AFFORDABLE HOUSING IN WEST PALM BEACH.**

##### **Objectives:**

- 1. The West Palm Beach Housing Authority will maintain its vacancy rate at no more than 2%.***  
The vacancy rate for public housing is currently 2% or below. Units turn over very quickly, and waitlists are available for immediate move-ins.
- 2. The West Palm Beach Housing Authority will work to reduce the number of days for vacancy unit turnaround to fewer than 20 days.***  
Units in public housing were turned around over the past year in an average of 16 days.
- 3. The West Palm Beach Housing Authority will improve and re-emphasize policies and procedures for resident orientation.***  
The Tenancy Eligibility and Lease-Up Manager conducts resident orientation before move-in and meets one-on-one with new residents to review the lease and rent calculations. In addition, during one-on-one meetings during annual recertification, the Lease-up manager re-emphasizes policies and procedures.
- 4. The West Palm Beach Housing Authority will strive to eliminate pest infestations in all developments.***  
Although we continue to strive, we cannot claim to have eliminated all pest infestations. Professional exterminators are under contract and provide monthly spray/baiting services to all public housing units. When necessary, units are inspected every 30 days to monitor housekeeping compliance. Unit exteriors are regularly inspected to ensure that there is no easy entry for rodents into the units. A new and serious menace is the proliferation of feral cats in our senior Development. Humane removal and resident education regarding the dangers of feeding and encouraging these creatures is continuous.
- 5. The West Palm Beach Housing Authority shall maintain HCV units leased at 98% or better, or maintain the percent of allocated budget authority expended at 98% or better.***  
On the most recent SEMAP assessment, the WPBHA received a lease-up grade of 98%.

***The West Palm Beach Housing Authority will maintain rent collections at 99% or more.***

The actual collection rate for 2025 is 99%.



**8. *The West Palm Beach Housing Authority will contemplate purchases of expiring-use buildings and other viable real estate options.***

The WPBHA is currently in the market for an appropriate purchase.

**9. *Acquire existing properties and land for subsequent Development.***

In November 2022, the WPBHA acquired 3.118 acres of land adjacent to the Colony Oaks Development, one of the WPBHA's non-assisted developments. Preliminary plans call for blending the properties and bringing a mix of for-sale and rental affordable and workforce housing to the area.

**10. *Revitalize the Dunbar Village and Southridge by HOPE VI Revitalization and Demolition grants or by any other means possible.***

***Dunbar Village***

Dunbar Village has been completely redeveloped. All the original units built in 1940 have been demolished, and in their place are 353 new, state-of-the-art, affordable housing units. Project-Based Vouchers support 315 of the units.

***Southridge***

In 2022, the West Palm Beach Housing Authority (WPBHA) issued an RFP, selected a developer, and entered into a Master Development Agreement for the comprehensive redevelopment of the Southridge elderly housing development. The redevelopment plan calls for demolishing all 148 existing units and transforming the 14-acre public housing site into a modern, mixed-income community with up to 350 new units, to be completed in two or three phases. In partnership with the developer, Smith & Henzy, the WPBHA successfully secured 9% Low-Income Housing Tax Credits (LIHTC) to finance the construction of Roseland Gardens – Phase I. In addition, the project received \$3,000,000 from the Palm Beach County Department of Economic Development and \$2,000,000 in National Housing Trust Funds to further support development costs.

The WPBHA has received demolition approval from HUD and is moving forward with Phase I – Roseland Gardens construction, which encompasses the southern half of the property. All residents in this area have been provided with Tenant Protection Vouchers, and the units are now fully vacated. The construction contractor mobilized on-site the week of October 13, 2025, and fencing has been installed around the construction area for safety and site control. Once the City issues final approval for the water and sewer cap connections, demolition permits will be released, allowing demolition activities to begin.

**11. *The WPBHA will pursue opportunities to partner with the City of West Palm Beach, private developers, and other viable housing development entities.***

***MerryPlace Estates***

The WPBHA partnered with a nationally recognized homebuilder to offer 50 affordable homeownership opportunities to families in Merry Place Estates, a neighborhood in the Pleasant City area of West Palm Beach. The City of WPB provided down payment assistance and a construction loan to jump-start the project.

To date, fourteen (14) single-family homes and thirty-four townhomes (a total of 48 homes) have been built and sold. The breakdown is as follows:

- **Phase I:** 34 townhomes and six single-family homes have been completed and sold. – June 2023
- **Phase II – Four homes completed – 02/2024**
  - 2 one-story homes completed and sold
  - 2 two-story homes completed and sold
- **Phase III - Four Homes completed – October 2025**
  - 2 one-story -Completed and sold.
  - 2 -two-story –Completed, one (1) has been sold, and the other is pending buyer approval
    - **Remaining:** 2 vacant lots on 20th Street. Funding source is planned from Section 8 HUD Held HAP Reserves. Start and completion dates have not yet been determined.

#### ***Prosperity Village Cottage Homes***

The WPBHA contracted with the Palm Beach County Board of County Commissioners to build 17 single-family cottage homes for people experiencing homelessness on a site located at 5431 Clemens Street and Military Trail in West Palm Beach. Construction of these cottage homes was completed in October 2024. All units are fully leased.

#### ***Autumn Ridge***

Landmark Development, in partnership with the WPBHA, applied for and received 9% tax credit funding to build Autumn Ridge, a 106-unit elderly development in the Westgate area of West Palm Beach. Construction of the 106 units was completed in December 2024, and all units at Autumn Ridge have been fully leased since March 2025.

#### ***1400Henrietta***

The WPBHA has partnered with the City of West Palm Beach to develop 1.59 acres of the City's land on Henrietta Avenue. The Plan envisions 18 affordable housing units for people experiencing homelessness. All project financing has been secured, and the Development and Conveyance Agreements were executed. RFPs for the Architect and Civil Engineer were issued, and selections were made. All construction drawings have been completed and are ready for submission with the building and civil permit applications. Following receipt of the building permits, and after all requirements triggered by Davis-Bacon and Section 3 are addressed, a solicitation for construction bids will be issued. The WPBHA will serve as the General Contractor for the construction of the 18 units.

#### ***Boynton Bay Apartments***

The West Palm Beach Housing Authority (WPBHA) has partnered with Smith and Henzy Affordable Group, Inc. to undertake the rehabilitation and new construction of units at the Boynton Bay Apartments. The Development will consist of two phases. Phase I will be the acquisition and rehab of 240 rental units, and Phase II will be for new construction of multifamily housing up to 140 units. The Development includes 21.35 acres of land at 499 Boynton Bay Circle, Boynton Beach, Florida. The WPBHA will allocate up to 180 project-based vouchers for the elderly and up to 60 units for families at or below sixty percent (60%) of area median income (A.M.I.) for Phase I.

The Phase I Rehab is currently underway. The contractor discovered polybutylene pipes upon commencing work. This discovery cost the project significantly. Currently, residents are being relocated to “hotel” units while their units are being renovated. The

WPBHA conducted an inspection of the rehabilitation work on some completed units, which looked good and reflected quality work and materials. As of November 14, 2025, 86% of the units have been rehabbed. The rehab is currently ongoing.

### ***City View Apartments***

In response to an RFP issued by Palm Beach County, the WPBHA in partnership with Landmark development applied for \$13.5 million in funding to build City View Apartments in Boynton Beach. The Plan envisions the construction of 90 affordable units for the elderly. Unfortunately, the project was not recommended for funding. However, Landmark Development has exercised its right to appeal and will appeal the decision at the Board of County Commissioners meeting on December 2, 2025

## ***12. Establish commercial/retail ventures along Tamarind Avenue.***

The West Palm Beach Housing Authority (WPBHA) owns vacant land along the Tamarind Avenue corridor, forming the western boundary of the redeveloped Dunbar Village. This site, which sits directly in front of the Authority's 353 newly developed affordable housing units, represents a prime opportunity to expand services for residents and the broader community.

The WPBHA is actively pursuing a joint venture with the Health Care District of Palm Beach County (HCD) to develop a Health and Housing Center on this site. The proposed Center would include a community health clinic, supportive services, and administrative space for both partners. Current concepts envision a two-story building of approximately 36,000 square feet, with HCD occupying the ground floor and WPBHA offices and housing services located on the upper floors. Parking would be provided along Tamarind Avenue, supported by a structured parking facility along L.A. Kirksey. Together with the historic Roosevelt School redevelopment, the Center would serve as a major anchor institution along the Tamarind corridor.

As part of the planning effort, the project architects developed site and floor plan options. They provided an opinion of probable construction cost. The estimated cost for the two-story building with a parking garage is \$23,216,274. While this figure excludes various soft costs and financing expenses, it provides a strong baseline for establishing a full development budget. The total project cost is currently estimated at approximately \$36 million. WPBHA's General Counsel is working with HCD to finalize a Letter of Intent outlining the principal terms and conditions for jointly funding the construction of the Health and Housing Center.

In June, WPBHA was awarded \$500,000 in predevelopment funding from the Quantum Foundation to support the project.

On July 1, 2025, WPBHA met with the Quantum Foundation and the Healthcare District to continue discussions about securing a dedicated fundraiser for the initiative. All parties agreed that a comprehensive project overview—including architectural renderings and detailed sources and uses should be assembled to support fundraising efforts and open discussions with potential funding partners.

Throughout September and October 2025, the WPBHA team worked with the project architects to finalize architectural renderings for marketing and fundraising purposes. As of November 2025, the final renderings have now been completed.

**13. Rehabilitate/Construct a Twin Lakes Community Center and Training Facility – Change in Plans**

The Twin Lakes Development was converted to RAD effective November 2014. Because of limited funding, the WPBHA completed a limited rehab of the Twin Lakes Community Center in 2020 using operating funds. However, the WPBHA recognizes the ongoing challenges posed by the aging property, and has decided to change course in reference to rehabilitating property at Twin Lakes. The Development comprises 120 units situated between 7th Street and Australian Avenue, originally constructed in 1963 to accommodate large families, with two, three-, four-, and five-bedroom units. Over the past decade, the Development has faced recurring and costly issues, including:

Deterioration of underground iron pipes requires continual replacement with PVC.

Persistent moisture intrusion, resulting in mold and mildew. Between April and June of this year alone, 71 units required remediation.

Aging hurricane-impact windows, with 86 units needing repair or replacement in the months leading up to the NSPIRE inspection.

General wear and tear associated with the property's age and long-term family occupancy.

The constant infusion of funds needed to address these and other issues is not sustainable. Given that the site offers significant potential, the WPBHA has decided to redevelop Twin Lakes. In October 2025, an RFP for a co-developer was issued. Responses are due on December 12, 2025.

**14. Apply for any local, State, and Federal funding opportunities, including 9% LIHTC, Tax-exempt bonds, and CRA financing**

In response to an RFP issued by Palm Beach County, the WPBHA, in partnership with Landmark Development, applied for \$13.5 million in funding to build City View Apartments in Boynton Beach.

The Plan envisions the construction of 90 affordable units for elderly residents. Unfortunately, the project was not recommended for funding. However, Landmark Development has exercised its right to appeal and will appeal the decision at the Board of County Commissioners meeting on December 2, 2025

**GOAL: IMPROVE COMMUNITY QUALITY OF LIFE AND ECONOMIC VIABILITY**

**Objectives:**

**1. The WPBHA shall continue to remove all graffiti within 24 hours of discovery**

Goal accomplished. Graffiti has ceased to be a prominent concern of the agency.

**3. The WPBHA shall continue to achieve proper curb appeal**

Accomplished. New townhouses on Tamarind Avenue have improved the neighborhood's streetscape. Work to enhance the neighborhoods continues in all WPBHA developments.

**4. The WPBHA shall create an appealing, up-to-date environment**

The new developments on the former Dunbar Village site, Prosperity Village Cottage homes, Merry Place Estates Homes, and Autumn Ridge Development are a stunning reminder that affordable housing can be architecturally appealing with innovative amenities.

**5. The WPBHA shall continue to use De-concentration to mix its public housing development populations as much as possible with respect to ethnicity, race, and income.**

The racial and ethnic mix of public housing properties continues to diversify.

**6. *Create Economic Initiative in the Department of Resident Financial Services.***

The WPBHA Family Self-Sufficiency program is robust and thriving. In addition, the WPBHA recently received Moving to Work (MTW) status under the asset-building cohort. The WPBHA MTW Asset Building Program's goal is to establish successful collaborations with community partners that will assist program participants in building and strengthening household assets, providing greater financial security, securing better housing options, and/or achieving home ownership. The Asset Building program is active and currently has 25 participants.

**7. *Establish revenue streams by offering contracted services to public- and private-sector customer bases.***

In 2019, the WPBHA Risk Control Group obtained state licensing in Florida to provide security services to the public. However, the agency has faced challenges in generating a profitable revenue stream due to rising insurance and labor costs. Despite these obstacles, the agency remains committed to exploring revenue-generating opportunities that align with its mission.

**8. *Pursue Green housing opportunities for both existing units and new construction, including sustainable irrigation systems.***

All new WPBHA developments are at least Silver LEED certified.

**9. *The West Palm Beach Housing Authority, consistent with its mission to preserve and enhance the availability of affordable housing, commits to an allocation of at least twenty percent (20%) of its Housing Choice Vouchers (HCV as Project-Based Vouchers to accomplish this objective.***

WPBHA currently has a total of 1218 project-based vouchers available, and to date, only 2% of those utilized count against the 20% cap.

**GOAL: PROVIDE A SAFE AND SECURE ENVIRONMENT IN THE WEST PALM BEACH HOUSING AUTHORITY'S PUBLIC HOUSING DEVELOPMENTS**

**Objectives:**

**1. *The West Palm Beach Housing Authority shall continue to evaluate all developments using second-generation Crime Prevention through Environmental Design criteria and implement the recommendations.***

The WPBHA Risk Control Department's Director serves as the Florida State Director of the CPTED Association. He continuously evaluates all properties to ensure an optimal, secure environment.

**2. *The West Palm Beach Housing Authority shall develop more youth activities by partnering with existing social service agencies.***

The WPBHA, through its affiliate Pine Ridge Holistic Living Center, identifies children and families residing in the WPBHA developments who require counseling and/or programmatic intervention, and collaborates with appropriate community agencies to provide supportive services.

**3. *The WPBHA shall develop strategies for identifying and reducing crime and provide security in all developments to the greatest extent possible.***

The WPBHA has established its own security force under the direction of the Director of Risk Control and Program Compliance. Full-time and part-time Risk Control Officers patrol all properties on a rotation basis. Crime has been drastically reduced throughout all developments. The WPBHA's Risk Control Department has also developed a strong alliance with the WPB Police Department. The level of collaboration is unique and has resulted in vastly improved cooperation at all levels of operations.

***4. The WPBHA shall reduce its evictions due to violations of criminal laws by implementing aggressive screening procedures***

The WPBHA is in full compliance with HUD regulations to not allow criminal background checks to impede participation in housing programs.

**GOAL: PROMOTE SELF-SUFFICIENCY AND ASSET DEVELOPMENT OF FAMILIES AND INDIVIDUALS**

**Objectives:**

- 1. The West Palm Beach Housing Authority shall continue working with its partners to ensure that, to the greatest extent possible, residents are working or engaged in job training.***

Under the leadership of the Director of the Asset Management Department, the department embarked on a program to eliminate Zero Income for residents who were not elderly, disabled, or caring for non-school-age children at home. Residents were referred to the re-employment and the WPBHA's Financial Literacy classes and encouraged to join the FSS program. Those residents who chose to participate mainly obtained minimum-wage jobs. Nevertheless, some residents appreciated taking steps toward self-sufficiency; all are now aware that the WPBHA takes the elimination of zero rent for applicable populations very seriously.

- 2. Continue the Successful Housing Choice Voucher (HCV) Homeownership Program***

This program continues to be a great advantage to our HCV clients. The WPBHA plans to continue this program for as long as it exists.

**GOAL: REDUCE DEPENDENCY ON FEDERAL FUNDING**

**Objectives:**

- 1. The West Palm Beach Housing Authority shall operate so that income exceeds expenses every year.***

Under the leadership of the Director of Finance, the WPBHA has implemented rigorous budgeting, forecasting, and financial monitoring practices to ensure strong fiscal stewardship. These systems, combined with close oversight of departmental operations and proactive management of revenues and expenses, are designed to consistently achieve the goal of maintaining annual operating surpluses.

- 2. Diversify existing public housing portfolio and develop funding alternatives.***

The WPBHA has expanded its development activities and is beginning to see developer fees. We are a long way from declaring financial independence (80% of our funding is from HCV, LIPH, and RAD), but we are looking to build on that 20%. As General Partner, Managing General Partner, or owner, we manage and operate 799 units of Low Income Housing Tax Credit (LIHTC) and affordable units. We are also recognized by Florida Housing Finance Corporation as a LIHTC

Management Company, and we secure fees through our Management Agreements.

3. ***Rebrand agency as developer/provider of affordable housing.***

West Palm Beach Housing has rebranded itself as a d/b/a, to **The Housing Center of the Palm Beaches**. This has met with a very positive response from the community. We changed our membership at the West Palm Beach Chamber of Commerce to the Housing Center of the Palm Beaches. Marketing for our MerryPlace single-family homes and Enterprise Properties is done under that name.

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