

SAMPLE HACP VISION AND AGENDA FOR CHANGE

Sample vision:

HACP will be Pittsburgh's lead agency in creating community controlled, permanently affordable, well-maintained housing where every resident is respected and valued.

Sample agenda for change:

- ***Put people first.*** Change the culture at HACP to one where low-income people are respected and valued, where poverty is not seen as a moral failing, and where staff realize that they depend upon their customers for their livelihood.
- ***Deliver high quality customer service.*** Immediately engage an experienced third-party operational transformation consultant to evaluate HACP's operations, identify culture change opportunities through dialogue with residents, landlords, community partners and staff, and develop organizational tools and operational plans to improve service delivery and ongoing communication with stakeholders. Commit to a re-design of HACP's public housing eviction policies, handling of repair requests, and Housing Choice Voucher inspection timelines and policies, and HCV homeownership policies.
- ***Foster community.*** Encourage residents to be stakeholders in their communities and to have a primary role in the decisions affecting their homes, by facilitating cooperative and individual homeownership, partnering with community land trusts, redeveloping properties in a way that minimizes off-site relocation, and investing in the creation and sustainability of robust tenant organizations.
- ***Take an active role in permanently preserving affordable housing.*** Compete in the market with profit-motivated buyers to acquire currently affordable properties, preserve them, and prevent the further displacement of working families.
- ***Be an active partner with the city to expand the supply of permanently affordable housing.*** Coordinate the assessment of housing needs, comprehensive planning, capital investments and the deployment of rental subsidy with the efforts of other city agencies and authorities to create permanently affordable housing.
- ***Be an active partner in the construction and maintenance of a "safety net" for low-income Pittsburghers.*** Work closely with the Allegheny County Department of Human Services and other agencies to promote resident self-sufficiency, access to human services and eviction prevention.
- ***Be a responsible steward of Pittsburgh's affordable housing assets.*** Reverse the trend of privatizing affordable housing. Retain a sufficient ownership stake in HACP-involved housing developments to ensure both the permanent affordability of the housing and the protection of tenants' rights.
- ***Be transparent and accountable to the public.*** Actively engage residents, landlords and community partners in HACP's Moving to Work planning process and publicly report the outcomes of HACP's MTW activities in a clear and concise manner. Cooperate fully with city audits and ensure the full cooperation by HACP's affiliate, Allies & Ross.