



Housing Authority  
City of Pittsburgh



2022 ANNUAL REPORT



**A place to live.**  
**A path to launch.**

## OUR MISSION STATEMENT

To bring a higher quality of life  
to City of Pittsburgh residents  
by creating safe, affordable housing  
in conjunction with comprehensive support services,  
responsive property management,  
and forward-thinking  
real estate development strategies.

## AGENCY OVERVIEW

### **The Housing Authority City of Pittsburgh**

#### **BOARD MEMBERS**

Valerie McDonald Roberts, Chair

Janet Evans, Vice Chair

Rev. Ricky Burgess

Cheryl Gainey

Majestic Lane

Alex Laroco

Tammy Thompson

Throughout 2022, the Housing Authority of the City of Pittsburgh (HACP) continued to make progress toward its two major long-term goals, established during HACP's participation in the Moving to Work program (MTW). These include:

Repositioning HACP's housing stock in a way that is more competitive with the local market, cost-effective, includes high-quality living environments for its residents, and provides a variety of superior options to low-income families in the Pittsburgh area; and

Promoting the independence of HACP residents through initiatives and policies that are intentionally designed to advance employment, education, and self-sufficiency for those who are able, as well as empowering senior citizens and those with disabilities to live independently.

Since the adoption of the MTW initiative in 2001, HACP has made intensive efforts to achieve these goals and create successful communities that can serve as national models. As HACP's participation in the MTW program moved into its second decade, HACP focused on repositioning its housing stock through multiple development projects and pursued innovative initiatives that set residents on paths to a higher quality of life through self-sufficiency programming.





**Ed Gainey**

*Mayor, City of Pittsburgh*

## A Message from the Mayor

Greetings,

Promises made are promises that need to be kept. One promise my administration is working hard to uphold is making the great City of Pittsburgh a safe, welcoming, and thriving community for everyone. We've made great strides in accomplishing those three goals but know there's still more to do.

In order to move our city toward the growth and prosperity we aspire to, we understand that the proper groundwork needs to be laid. Thus, we have prioritized our updated Comprehensive Plan that will serve as the blueprint for the future. We're utilizing data to better understand the need to expand the availability of affordable housing, while protecting tenants from displacement and preserving the current housing.

The City of Pittsburgh Housing Authority plays a critical role in allowing us to expand and improve upon our affordable housing market. Through their partnerships with several area nonprofit developers and working with Community Development Financial Institutions, they're able to leverage public funding for affordable housing developments. The Authority is also providing Registered Community Organizations with the tools necessary to negotiate Community Benefits Agreements. In addition to these efforts, by increasing the Pittsburgh Land Bank funding HACP can effectively help the city improve the affordable housing crisis.

HACP's work speaks for itself. It's evident in their efforts to redevelop mixed-use, low-income public housing communities in Larimer/East Liberty, Manchester Commons, and Bedford Dwellings in the Hill District. It's evident in the development of the new senior midrise building at Northview Heights, the acquisition of new Scattered Site units in East Allegheny, Brighton Heights, Central Northside, and Point Breeze North. It's evident in their investment of \$15 million in Project-Based Voucher Program loans. Having a place to call home is a basic human right that everyone deserves. I am thankful for the work that HACP continues to lead and support to ensure that this is a reality for our residents.

When you have a safe place to call home, you're able to concentrate on living and thriving, not just surviving. As we all work together to bolster our city's affordable housing offering by a minimum of 10,000 units in 10 years, I believe we can truly make Pittsburgh America's most livable city for all.



**Caster D. Binion**

*Executive Director*

## A Message from the Executive Director

The Housing Authority of the City of Pittsburgh (HACP) continues to work tirelessly to build strong and vibrant communities that uplift the lives of the families and individuals who call HACP housing “home.” From bringing resources directly to residents’ doorsteps, to empowering people with the tools they need to thrive, the HACP is continually deploying new resources to improve our residents’ quality of life.

In 2022, the HACP celebrated the continued development of communities such as Larimer/East Liberty, Bedford Dwellings, Northview Heights Midrise Senior Housing, Manchester Commons and several Scattered Sites, as well as the acquisition of 12 Scattered Site units.

This year, our Board of Commissioners also approved conditional commitment of 171 Project-Based Vouchers (PBV) and \$15,070,000 of Gap-Financing loans for a select group of developers to expand affordable housing options throughout the city.

The decision will create more than 350 mixed-income units in neighborhoods across Pittsburgh, including the Hill District, Hazelwood, and Perry South, among others. The good news doesn’t end there. In 2023, we are embarking on a number of projects to bolster our affordable housing portfolio, including The Standard on Fifth, a 51-unit rental building that will include 17 Project-Based Voucher units, and Uptown Flats, a 34-unit PBV building.

The HACP knows we need strong community partners and resilient coalitions to build the neighborhoods of tomorrow. “It truly does take a village.” That’s why we’ve been working hard to cultivate and maintain productive relationships with government agencies, community groups, and private funders.

The HACP is committed to using every resource and tool at our disposal – even inventing some – to build a better future for our communities and all Pittsburghers. HACP is “doing the work” to make Pittsburgh a better city for all and assuring the that HACP is a place to live and a path to launch.

# REPOSITIONING OF HOUSING STOCK



*Some of HACP's housing celebrations in 2022 included a Choice Neighborhoods Initiative revitalization event at Allegheny Dwellings (left) and a ground-breaking ceremony at Gladstone Residences in Hazelwood.*

## COMMUNITY REDEVELOPMENT ACTIVITIES

*HACP has been involved with numerous development projects throughout the year. Below is a list of the redevelopment initiatives that have been presented, with their projected completion dates.*

### **LARIMER/EAST LIBERTY PHASES III & IV**

Approximately 42 mixed-income rental units being developed with 9% Low-Income Housing Tax Credits (LIHTC). The mixed-use building of Phase III will include 4,800 square feet of commercial/retail space on the Larimer Avenue corridor. Phase IV is the adaptive reuse and mixed-use of the historic Larimer School (35 units) and new construction of townhomes (7 units). This Phase consists of approximately 42 mixed-income rental units and has been financed with a 9% LIHTC, which was awarded in July 2019. Construction is anticipated to continue through Q4 2022.

### **LARIMER/EAST LIBERTY PHASE V LARGE-FAMILY SCATTERED SITE REPLACEMENT UNITS**

The HACP's intergovernmental contractor, Urban Redevelopment Authority (URA) of Pittsburgh, will use a conventional public housing development method to develop two (2) 3- bedroom units and one (1) 5-bedroom replacement public housing unit in the Larimer neighborhood under the CNI Grant program.

### **BEDFORD DWELLINGS REDEVELOPMENT**

The city's oldest occupied public housing community is undergoing a major redevelopment project to

*Continued on page 7*

revitalize the development and the Hill District. The initiative will involve a \$400 million investment and the replacement of existing buildings with a mixture of multifamily and senior housing, stacked townhomes and townhomes. Completion is anticipated by 2030. Once complete, Bedford Dwellings will comprise more than 800 units of new housing (more than double its current capacity).

### **NORTHVIEW HEIGHTS MIDRISE**

A new mid-rise senior housing building with up to 43 units of public housing. The Northview Midrise will replace the deteriorating Northview High Rise senior apartment building by being constructed on a 3.96-acre tract of vacant land in Northview Heights that will be disposed of for that purpose. The HACP and the ARMDC submitted a four percent (4%) LIHTC application in spring of 2021. Financial closing, land disposition and construction began in 2022. The HACP will pursue the acquisition, redevelopment, or construction of housing on alternative off-site real estate throughout the City of Pittsburgh for the development of additional replacement units. The HACP also plans to submit a demolition application for the Northview High-rise building along with a to-be-completed resident relocation plan.

### **SCATTERED SITE IMPROVEMENT PLANNING AND IMPLEMENTATION**

The HACP will continue to review various asset management, housing acquisition, and rehabilitation options to improve the quality and quantity of housing stock and preserve the long-term affordability of scattered site units.

### **TWELVE (12) UNIT ACQUISITION UNIT**

The HACP acquired 12 scattered site units (both multifamily and single family) in 2022 with non-federal funds. These units, collectively called the 12-Unit Acquisition, will preserve affordable housing in 4 Pittsburgh neighborhoods: East Allegheny, Brighton Heights, Central Northside, and Point Breeze North. The sites include a mix of 2 and 3-bedroom units spanning a cumulative 0.24 acres (nearly 10,454 square feet) of land.

### **MANCHESTER REDEVELOPMENT (RAD)**

The HACP through the ARMDC will continue preserving Manchester through redevelopment, an early HOPE VI mixed-finance redevelopment acquired by the HACP in 2017. The 86 affordable rental units will be transformed with HUD's Rental Assistance Demonstration (RAD) and project-based voucher program. The HACP received HUD's approval for the RAD application (Commitment for Housing Assistance Payment or CHAP) in May 2020 and

*Continued on page 10*



# HOUSING AUTHORITY OF THE CITY OF PITTSBURGH

## STATEMENTS OF NET POSITION

	2022	2021
<b>Assets</b>		
Current assets:		
Cash and cash equivalents:		
Cash:		
Cash - unrestricted	\$ 231,058,526	\$ 205,273,555
Cash - restricted	2,361,189	2,274,370
<b>Total cash</b>	<b>233,419,715</b>	<b>207,547,925</b>
Investments (cash equivalents):		
Investments - unrestricted	34,152,051	34,461,507
Investments - restricted	5,467,679	8,139,272
Total investments (cash equivalents)	39,619,730	42,600,779
<b>Total cash and cash equivalents</b>	<b>273,039,445</b>	<b>250,148,704</b>
Accounts receivable, net of allowances for doubtful accounts:		
Accounts receivable - PHA projects	41,773	40,896
Accounts receivable - HUD other projects	941,260	353,646
Accounts receivable - miscellaneous 1,361,003 1,523,810		
Accounts receivable - tenants - dwelling rents, net of allowance	719,257	582,134
Leases receivable - current-	—	56,474
Mixed finance notes receivable - current	2,121,690	277,865
Accrued interest receivable	77,156	—
Total accounts receivable, net of allowances for doubtful accounts	5,262,139	2,834,825
Prepaid expenses and other assets - current	497,019	612,217
Inventories, net of allowance	670,4811	79,007
Assets held for sale —	—	—
<b>Total current assets</b>	<b>279,469,084</b>	<b>253,774,753</b>
Noncurrent assets:		
Capital assets, non-depreciable	36,341,665 3	34,594,507
Capital assets, net of accumulated depreciation	43,148,941	38,598,646
Prepaid expenses and other assets - noncurrent	150,000	150,000
Mixed finance notes receivable - noncurrent	11,896,414	11,708,505
Lease receivable - noncurrent	—	148,872
Investment in mixed finance development activities, net of accumulated amortization	201,902,812	200,985,431
Total noncurrent assets	293,439,832	286,185,961
<b>Total Assets</b>	<b>\$ 572,908,916</b>	<b>\$ 539,960,714</b>

# HOUSING AUTHORITY OF THE CITY OF PITTSBURGH

## STATEMENTS OF NET POSITION

	2022	2021
<b>Liabilities, Deferred Inflow of Resources and Net Position</b>		
Current liabilities:		
Accounts payable and other accrued liabilities	\$ 3,201,764	\$ 3,096,720
Accrued wage/payroll taxes payable	953,112	662,990
Accrued compensated absences - current	57,148	107,528
Accrued contingency liability	219,278	140,278
Accrued interest payable	—	196,776
Accounts payable - other government	—	1,393
Tenant security deposits	212,682	210,259
Unearned revenue	379,159	347,715
Current portion of notes payable	2,313	634,642
Current portion of lease payable	92,485	7,987
Other current liabilities	501,658	404,407
<b>Total current liabilities</b>	<b>5,619,599</b>	<b>5,810,695</b>
Noncurrent liabilities:		
Financed purchase liability and notes payable - noncurrent	192,180	13,285,848
Accrued compensated absences - noncurrent	2,897,590	2,948,673
Lease payable, net of current portion	111,245	13,023
Other noncurrent liabilities	5,304,283	5,163,567
<b>Total noncurrent liabilities</b>	<b>8,505,298</b>	<b>21,411,111</b>
<b>Total Liabilities</b>	<b>14,124,897</b>	<b>27,221,806</b>
Deferred Inflows of Resources:		
Lease related	410,505	205,346
Net Position:		
Net investment in capital assets	72,616,838	52,659,883
Restricted for:		
Mixed financing activities	216,722,720	214,955,041
Guarantee corporation	—	2,922,099
Bedford site	16,517	16,302
Workers' compensation	771,234	766,005
Oak Hill site	100,000	100,000
Larimer CNIG Sustainability Fund	1,519,893	1,500,289
Housing assistance payments	1,110,541	598,490
<b>Total restricted net position</b>	<b>220,240,905</b>	<b>220,858,226</b>
Unrestricted net position	265,515,771	239,015,453
<b>Total Net Position</b>	<b>558,373,514</b>	<b>512,533,562</b>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<b>\$ 572,908,916</b>	<b>\$ 539,960,714</b>

# REPOSITIONING of HOUSING STOCK

## Community Redevelopment Activities continued

submitted a LIHTC application in early 2021. The anticipated financial closing, land disposition and construction will begin in 2022.

### TURNKEY DEVELOPMENT OF SCATTERED SITES

Amani Christian Community Development Corporation (ACCDC) is developing 22 scattered site units in the Middle Hill District and is in the pre-development stage. The HACP will provide ongoing support as ACCDC seeks final approval from the City of Pittsburgh for permitting and other requirements and plans to acquire the units when they complete construction in late 2022 or early 2023.

### ST. CLAIR AND VACANT LOTS

The HACP and its negotiated buyer, URA, will revise the disposition application for the former St. Clair Village property based on HUD's Special Application Center's comments. The URA remains intent on purchasing certain tracts of the property for urban agricultural uses and steep hill conservation purposes.

### PBV AND GAP-FINANCING PROGRAM

In recent years, the HACP has utilized the Project Based Voucher (PBV)/Gap-Financing Program as its primary means to increase the affordable housing supply throughout the City of Pittsburgh. Established in 2015 by HACP and Allies & Ross Management and Development Corporation (ARMDC), the PBV/Gap-Financing program encourages developers and community-based organizations to invest in their

communities by preserving and developing affordable housing. To date, HACP's PBV/Gap-Financing Program has invested more than \$17 million in Gap-Financing Loans. This has resulted in the development or preservation of over 650 units of housing.

During its June 2022 meeting, the HACP Board of Commissioners approved conditional commitment of 171 Project-Based Vouchers (PBV) and \$15,070,000 of Gap Financing loans for a select group of developers to expand affordable housing options throughout the city. The \$15,070,000 will be distributed across seven affordable housing developments located throughout the city, including the following:

\$4,860,000 – Hazelwood Green, Hazelwood
\$2,700,000 – Oakland Pride, Oakland
\$2,250,000 – Letsche School, Hill District
\$1,920,000 – 4800 Block of Second Ave, Hazelwood
\$1,350,000 – 2159 Centre Ave, Hill District
\$1,000,000 – 2159 Centre Ave, Hill District
\$990,000 – Legacy Village, Perry South

The HACP plans to continue the PBV/Gap-Financing program and plans to issue Requests for Proposals in May 2023 to select development projects to utilize the HACP's PBV/Gap-Financing program. This program

*Continued on page 11*

*Eighty-six affordable rental units at Manchester Commons in the Northside are being redeveloped through HUD's Rental Assistance Demonstration and the Project-Based Voucher Program.*



represents an opportunity to leverage the investment in affordable units by the HACP.

HACP has expanded the range of homeownership opportunities for residents, participants, and low-income public housing (LIPH) eligible persons. The options include:

### **Habitat for Humanity**

This partnership will provide homeownership opportunities for 25 households.

### **Scattered Sites**

Home ownership opportunities for the LIPH residents who occupy the units.

### **Bond Program**

The HACP will partner with URA to offer affordability to “workforce” population at 80% AMI.

### **Land Trust**

The HACP will partner with the Pittsburgh Community Land Trust to create an affordable initiative.

The HACP has also continued to invest in its housing stock, including activities in Section II. The HACP completed phases I, II, III and IV of Addison redevelopment, resulting in 311 new Project-Based Voucher (PBV) units and Phase I and II of Larimer Redevelopment, resulting in 28 PBV and 75 Project-Based Rent units.

An Energy Performance Contract was also implemented for improvements including but not limited to the installation of energy-efficient and cost-saving geothermal heating (and cooling) systems at several developments. Energy, water, and electricity usage will be

tracked through the Environmental Protection Agency’s (EPA) EnergyStar Portfolio Manager for benchmarking purposes. The data will be used to augment pre-existing tools used to create future projections and pathways to accomplish the energy and water reduction goals of the City of Pittsburgh’s Climate Action Plan by 2030.

The HACP has also successfully implemented an MTW local, non-traditional development program, the PBV/ Gap-Financing program, to support various private developers/owners in developing and preserving low-income affordable housing in various mixed-finance projects throughout the city since FY 2016.

The HACP will acquire property for the purposes of redevelopment and dispose of agency-owned parcels that are not intended for development or other special purpose uses. In addition, the HACP will pursue the redevelopment of agency owned property. Mixed-finance development of various public housing properties, as well as other self-development opportunities, are in the planning or pre-development phases, including single family and other self-development activities. The HACP will also continue to create opportunities for development through public and private sector investments. These investments will be leveraged to develop affordable multifamily and for sale units.

The HACP will explore and plan to conduct development activities that leverage resources in preparation for housing that may serve as Choice replacement housing and/or support other affordable housing initiatives.



*HACP staff and local officials were excited to cut the ribbon marking the opening of the Lemington Senior Homes property in the Lincoln-Lemington-Belmar neighborhood.*

# PROMOTING SELF-SUFFICIENCY & INDEPENDENT LIVING



*At left, Northview Heights youth have some fun with the Creative Arts Corner equipment during the Harvest Festival. At right, students at Bedford's ABK Learning & Development Center happily pose for a back-to-school photo in Summer 2022.*

## COMMUNITY OUTREACH & YOUTH PROGRAMMING

The Family Self-Sufficiency (FSS) Program, the Resident Opportunity Self Sufficiency (ROSS) Program, and other Housing Authority of the City of Pittsburgh (HACP) resident initiatives are not limited to the Low-Income Public Housing (LIPH) Program. The resident initiatives, programs, and services through FSS are for both the LIPH and HCV residents and include, but are not limited to, case management, linkages to services, employment, education, and training.

We provide our residents with the tools they need to become upwardly mobile and attain a higher quality of life. Through training and employment opportunities, any HACP resident who is committed to achieving self-sufficiency will be served. Through the ROSS and FSS Program, the HACP training initiatives are designed to produce quality, sustainable employment opportunities. We are changing the face of affordable housing in all of our communities. Most importantly, we are helping to change the lives of the residents who call these communities their home.

As Pittsburgh's renaissance continues, the HACP is taking measures to ensure that Pittsburgh's most vulnerable residents – our senior citizens, our disabled individuals and our low-income working families –

also can enjoy the benefits of our City's renaissance. Unprecedented circumstances, including a pandemic, reinforce the foundational principles that it is essential to rebuild an adequate supply of affordable housing: this is why the HACP is committed to creating a variety of new affordable housing opportunities.

During the last decade, the HACP saw a torrent of development activity across the city, including everything from routine repairs to the revitalization of entire communities. In every initiative, the HACP centered residents' needs and forged critical partnerships to herald a new era of affordable housing development in the City of Pittsburgh. We worked collaboratively to reinvest in communities, reinvest in people, and put whole neighborhoods on the path to launch.

### **Wifi On Wheels (W.O.W.) CyberBus**

HACP has identified digital literacy as an immediate priority and need for many HACP households. HACP has set a goal to help bridge the digital divide in our communities. By providing residents with internet access during the COVID-19 pandemic and beyond, we will help residents and families gain access to online opportunities and provide opportunities for work and school.

*Continued on page 13*

Major investments made by HACP in 2020 include the purchase of Google Chromebooks for HACP households with Pittsburgh Public School (PPS) students, a purchase of Comcast Internet Essentials for one year for up to 1,400 HACP households, and the purchase of 620 tablets to be provided to HACP residents for participation in various programs held by or affiliated with HACP. In all, HACP invested more than \$550,000 toward advancements in digital literacy initiatives in 2020.

To bring this educational programming into HACP communities, the HACP has partnered with the STEM Coding Lab and the Bus Stops Here Foundation to bring computer science and digital literacy classes to the families via the W.O.W. CyberBus.

Founded in 1997 by Pro Football Hall of Famer Jerome Bettis, the Bus Stops Here Foundation is dedicated to improving the overall quality of life for under-resourced, inner-city youth. The Bus Stops Here Foundation accomplishes this by providing financial resources, educational and recreational programs and mentoring that will assist youth in learning to distinguish between healthy and unhealthy choices.

STEM Coding Lab currently serves our region as the only nonprofit exclusively devoted to providing computer science education to Pittsburgh's under-resourced youth. Founded in 2016, STEM Coding Lab has a tremendous track record of serving our region's schools, after-school programs and community learning hubs.

### Clean Slate E3 Scholarship Program

Clean Slate E3, the nonprofit affiliate of the Housing Authority of the City of Pittsburgh (HACP), along with its partner organization NEED, are once again empowering HACP students with scholarships for post-secondary education for the 2023-2024 academic year. In 2022, Clean Slate E3 and NEED awarded scholarship funds to seven new scholarship recipients and 24 returning students, totaling 31 awards.

The scholarship is available to all residents of the Housing Authority of the City of Pittsburgh, including students who reside in Low-Income Public Housing and those who participate in the Housing Choice Voucher Program. Scholarships are awarded to high school seniors who are in good academic standing with a minimum cumulative GPA of 2.5 and will be attending school full time.

**Clean Slate E3** was incorporated in 2009 to further HACP's mission of supporting students in their efforts to attain educational and professional advancement to achieve a higher quality of life.

### Virtual Parenting Program

The Housing Authority of the City of Pittsburgh has been helping families of low income apply and live in affordable residencies in different communities for themselves and their children. Low-income families look for support within housing for resources to help care for their families. One of those resources is a virtual parenting class offered to its residents.

*Continued on page 14*



*At left, Pro Football Hall of Famer Jerome Bettis poses with HACP staff during the unveiling of the W.O.W. CyberBus. At right, HACP staff celebrate the graduates of the Summer 2022 cohort of the Virtual Parenting Program.*

The program was developed during the COVID-19 pandemic as a means to provide connection and accessible programming for parents who may have been struggling with some parenting skills or want to enhance their current parenting skills.

The parenting program consists of six weekly courses. The first cohort of classes started in August 2022, and the next began in November 2022. Students represent a diverse group of parents and caregivers, such as single mothers and fathers, grandmothers, great-grandmothers, and aunts.

### **CVS Pharmacy Technician Program**

The HACP proudly joined its residents in celebrating their graduation from the CVS and Ebenezer Outreach Ministries Pharmacy Technician Program. HACP residents learned and trained in a custom-built model CVS pharmacy during the eight-week course. By the end of the training course in March 2022, participants received their pharmacy technician certification.

Eight other residents completed the program, for a total of nine HACP graduates. HACP's Resident Employment Program was the driving force behind this program, as it encouraged residents to pursue their goals. The number of participants more than doubled in 2022.

The Resident Employment Program coordinates professional development resources, job fairs, apprenticeship opportunities, and more for HACP residents. The Pharmacy Technician Program is just one

of many opportunities that residents have found through this important resource. More than 200 people have found employment through the Resident Employment Program.

### **Just Harvest Tax Filing Partnership**

Brought to HACP more than 10 years ago, the Volunteer Income Tax Assistance (VITA) program, administered through Just Harvest, has allowed more than 70,000 people to file their taxes for free. The annual program begins in January and runs through the end of tax season.

HACP's mission has always been to connect its residents to impactful resources. This partnership with Just Harvest is yet another way in which HACP is serving its community. The initiative reduces the barriers often involved in filing taxes: confusing forms, expensive filing services, and a lack of access.

### **Emergency Housing Choice Voucher Program**

Funding from the American Rescue Plan Act has allowed HACP and the Allegheny County Department of Human Services to work together and establish the Emergency Housing Voucher (EHV) program. This new program assists those in Pittsburgh who are at risk of or currently experiencing homelessness or fleeing domestic violence situations. HACP received 142 EHV's to provide safe, short-term housing to people who need it. These vouchers are valid through September 30, 2023.

*Continued on page 15*



*At left, HACP's 2022 CVS Pharmacy Tech graduates show off their certificates during graduation. At right, volunteers deliver food to an HACP community during a 412 Food Rescue Food Drop.*



## SHORT and LONG-TERM GOALS

As the City of Pittsburgh housing market has changed in recent years, the availability of affordable housing has declined. These market changes have affected both naturally occurring affordable units and those available to households utilizing HCVs. In response, the HACP began its landlord initiatives to increase the number of landlords participating in the HCV program, and to increase the number and quality of units available. The HACP received approval in the FY 2019 MTW Annual Plan for an alternative payment standard to address the limited housing stock and increased rental costs.

During the implementation of this initiative, the HACP seeks to increase housing choice and encourage voucher participants to expand their housing search, particularly in neighborhoods with low levels of poverty. Recognizing that using a single city-wide Voucher Payment Standard (VPS) stimulated voucher holders to reside in low-cost, high-poverty neighborhoods, the HACP devised a robust and comprehensive method for establishing payment standards and rent reasonableness determinations. The goals of this activity are to:

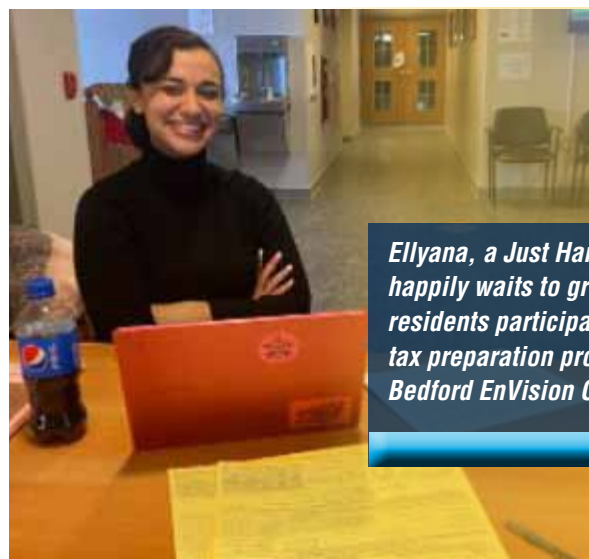
- Expand housing choices by providing access to more neighborhoods;
- Create additional units from previously sub-standard properties and improve the quality of existing units;
- Decrease concentration of voucher usage in high poverty areas.

## HACP SHORT-TERM GOALS

Short-term goals identified by the HACP include:

- Process all applications within thirty (30) days of receipt.
- Effectively improve the Voucher Utilization Rate and lease-up rates in LIPH.
- Ensure that inspections are completed on a timely basis.
- Improve the PIC submission rate.
- Continue to enforce effective policies to minimize any risk for discriminatory practices.
- Seek to continue to remove all barriers to housing for the disabled community.
- Have no fiscal year audit findings.
- Request a waiver for the HUD HCV Community Choice Demonstration for HUD-approval of a select number of MTW implemented activities.

- Effectively monitor the surveillance equipment to ensure maximum operational efficiency throughout the housing sites.
- Monitor the security resources.
- Develop strategic financial plans and revenue forecasts to better accommodate residents.
- Earn positive cash flow.
- Enhance the service provisions for Project-Based Voucher (PBV) recipients.
- Apply for new Resident Opportunity for Supportive Services (ROSS) grants through the available funding source.
- Maximize the use of virtual resources and improve virtual support for residents.
- Ensure that all eligible residents have been offered the opportunity for Family Self Sufficiency (FSS).
- Enhance Eviction Prevention measures.
- Offer employment fairs/resource fairs and workforce development meetings.
- Participate in at least five (5) job and career fairs per year.
- Increase the enrollment for training programs to include Driver's Ed, Construction Trade, CNA, CDL, UPMC, and CVS.
- Implement new W.O.W. mobile lab initiatives, such as a W.O.W. minivan and W.O.W. RV mobile unit.
- Align and improve the HACP Gap-Financing program based on local needs and resources.
- Increase professional capacity and expertise of all HACP Staff.
- Review the opportunity for a "For-Sale Single Family Pilot Program."
- Increase the number of homebuyers through the HACP Homeownership Program.



*Ellyana, a Just Harvest intern, happily waits to greet HACP residents participating in the free tax preparation program at the Bedford EnVision Center.*

# HACP COMMUNITIES



## FAMILIES

Allegheny Dwellings  
Arlington Heights  
Bedford Dwellings  
Hamilton-Larimer  
Homewood North  
Manchester  
Northview Heights Estates



## SENIOR CITIZENS

Caliguiri Plaza  
Carrick Regency  
Cedarwood Homes  
Finello Pavilion  
Glen Hazel/Bernice Crawley Manor  
Gualtieri Manor  
Mazza Pavilion  
Morse Gardens  
Murray Towers  
Northview Heights High Rise  
Pennsylvania Bidwell  
Pressley Street High Rise



## MIXED-INCOME

Bedford Hill  
Commons at North Aiken  
Cornerstone Village  
(Larimer/ East Liberty CNIG)  
Fairmont Apartments  
Garfield Commons  
Glen Hazel  
The Legacy  
Oak Hill  
Sandstone Quarry  
Silver Lake Commons  
Skyline Terrace



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