

HOUSING AUTHORITY OF THE CITY OF LOS ANGELES
INTEROFFICE MEMORANDUM

TO: HACLA Board of Commissioners

FROM: Jenny Scanlin, Chief Strategic Development Officer 

THROUGH: Douglas Guthrie, President & CEO 

DATE: August 27, 2020

SUBJECT: *Build HOPE: Year Two Update (2019)*

This report is intended to provide *Build HOPE* strategic results for Year Two (2019), to discuss HACLA's current methodology for vision plan implementation, and to delve deeper into our approach thus far for 2020.

PATHWAYS:

Strategy #6: *HACLA will utilize data and analysis, performance measurement tools across platforms and programs*



Action 6.1: *Identify and evaluate opportunities to centralize the visibility of critical performance factors via dashboards and other tools for public interest, research and transparency.*

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Strategy #10: *Develop communication and reporting mechanisms for implementation*



Action 10.4: *Develop data collection and analysis tools for reporting on Vision Plan.*

BEHIND THE SCENES IN YEAR TWO (2019): INTENTIONAL IMPLEMENTATION

In order to ensure success in delivery of our Year Two/Near Term Actions of *Build HOPE*, we focused on internal integration with all levels of staff. Our aim was to establish systemic approaches to tracking deliverables and to develop ongoing dialogue with leadership to help data and analysis become a more focused management tool for business unit operations.

The main supportive actions initiated in 2019 were Pathways-centric -- presenting the plan as a "sneak peek" to our Leadership Program participants just before its official introduction to all staff at our first State of the Agency meeting in February, and implementing an expanded new hire orientation process as of July 1st. The Human Resources revamped on-boarding process now includes a segment designed specifically to help all new staff become acquainted with *Build HOPE* (with 77 participants going through this expanded training before year end.) While we did not specifically compile feedback from staff, through these smaller group sessions we were consistently told it has helped new employees gain a better understanding of HACLA as an organization, our

shared values, and how their individual roles contribute to attainment of our desired outcomes within the People, Place and Pathways modules.

Another of the critical 2019 Pathways milestones of *Build HOPE* implementation was IT implementation of key findings from our internal operating systems assessment. These efforts were aimed at enhancing customer service, supporting existing grant requirements, and developing deeper automation capabilities across teams. Their findings led to refresher trainings in Yardi and Elite (and expanding usage and optimization for both systems), Voyager upgrades to address the needs of the Jobs Plus grant, promotion of online services (via Rent Cafe and our Landlord Portal), and targeted planning on the outcomes and staffing necessary to best support the new call center.

Our primary goal with technology has been to utilize a cohesive and systemic approach and purchase software that -- where possible -- can be used by more than one business unit. To this end, we also researched several specialized project management and performance data products to better automate data collection and visualizations and streamline reporting for several teams. Utilizing this broader review assessment process, procurement of several new products are slated to be initiated in the latter half of 2020.

In 2019, we also continued to analyze the Near Term strategic outcomes from *Build HOPE* that will require additional data sources, capital and collaborative expertise beyond our existing pool of resources. Through this process, we continued conversations with potential academic partners experienced in evaluating strategic frameworks and in honing our data sharing agreements to enhance data tracked via our various partnerships who co-locate on HACLA property and the Community Safety Partnership. The most important lesson we learned: that we cannot impose our "wish list" for data without first understanding and supporting the capacity of our partner providers to collect data in a statistically meaningful way and best practices to uphold privacy and confidentiality protections. These factors are molding our data sharing agreements and the metrics chosen to evaluate our partner provider's success rates.

To help address this in Year Two, we had individual conversations with providers as part of the contracting process to determine what additional information would be useful for both parties and used partner input to decide what data could be tracked going forward. As new Space Use Agreements are developed, we will continue to utilize a thoughtful approach to set reasonable expectations when it comes to building out our data frameworks. These partnerships will be especially useful over time as we continue to develop our more complex metrics, namely those that measure health, safety, and education and ultimately allow for deeper program and services evaluation.

Fortunately, many of our grant requirements do require data sharing and tracking and several key partners we most want to share data with are part of those grants, so there is a baseline of sharing that is being incorporated as part those specific MOUs. We are hoping to build off of those agreements wherever possible in 2020 and beyond.

Year Two implementation also saw HACLA begin to lay the foundation for external communication of the Vision Plan as we uploaded the full plan on www.haclabuildhope.com, initiated translation of *Build HOPE* materials into key languages in preparation for resident engagement sessions in the

Near Term, and began incorporating *Build HOPE* into our reports to the Mayor and City Councilmembers, HUD, credit rating institutions, and other key stakeholders.

For a more comprehensive look at the specific actions taken in 2019, a copy of our *Build HOPE* Year Two-Near Term Deliverables Update is attached to this report.

METRICS FRAMEWORK: TESTING & ASSESSMENT PROGRESS

Overall, we believe the key customer service indicators developed for Year Two effectively laid the foundation for agency improvement. Throughout 2019, we continued to expand our review of reported indicators and their connections to our *Build HOPE* strategies, metrics, and component actions with key revisions made to best follow data movement, incorporate new data made available and from direct feedback from the Board and our business units. We see this continuous improvement as a vital component of ongoing *Build HOPE* implementation that will help ensure we are able to adjust as needed to meet the needs of the day.

With the onset of Year Three (2020), this approach has already proven incredibly valuable as the pandemic and Safer At Home orders were issued and HACLA adapted to a business continuity framework and lens. COVID-19 responsiveness has necessitated more flexible ways of operating, and honed our priorities. For some teams, these new conditions significantly broadened their scope of projects, programming and services in order to best help our residents/program participants cope with and connect to much-needed resources. As our new way of operating continues to unfold, we expect that we will need to further adjust timelines and capacity related to *Build HOPE* implementation in Year Three to meet ever-shifting priorities and take advantage of new opportunities that arise as part of the response to the pandemic. In the latter half of the year we hope to continue to refine our metrics further as we pivot to meet the demands brought on by the pandemic and create new paths forward as an agency.

Some of the specific indicators that we will begin to report on for Year Three include those that support increased analysis and help improve agency efficiency and customer service. These measures will look more closely at program functionality and expenditure analyses. We are also creating several indicators that examine capital projects, property acquisition, as well as resource usage/consumption. All of these metrics will help us to continue to improve our organization and best serve our residents and program participants.

Some aspects of our transformation plan remain difficult to measure in numbers alone. In order to provide a human dimension to the data stories we are pursuing, we will continue to build more qualitative storytelling from our programs and service partners. This approach will help us to round out the quantitative data with real life examples similar to what we have been doing as part of our specific grant and program features reported by teams (e.g. Section 3 hiring) and behind the numbers spotlights (e.g. USC Health Study.)

We have outlined the specific indicators that are being further developed in 2020 within the BOC Framework Indicator Refinements document, which is also attached to this report. Please note that based on frequency of data movement and depth of narrative needed to contextualize progress, a good number of the proposed indicators will be reported annually.

NEXT STEPS

In Year Three and beyond, we will continue to build capacity for delivery through budget allocation, fundraising, and strategic partnerships to develop systems and supportive expertise. These efforts will allow us to further analyze and test the strategies throughout *Build HOPE* to ensure our actions best position us to achieve our desired outcomes and to course correct where needed.

While our reactivity related to the COVID-19 pandemic has already necessitated shifts in priorities and timelines, by end of Year Three we still believe that actions and strategies with more robust existing data will be able to distill some clear results. Throughout our process, we will continue to refine and expand our metrics as new data becomes available and automation efforts increase.

In September, we plan to continue where we left off with our data visualizations and return to the Board with a combined first and second quarter 2020 *Build HOPE* data visualization and progress update.

Attachments

1. *Build HOPE* Year Two-Near Term Deliverables Update
2. BOC Framework Indicator Refinements – 2020 Compiled

		Strategies	Actions	Timing	Outcome (End Result)	Metrics	2018 End of Year Updates (Published in Build HOPE Appendix C)	2019 End of Year Update
PEOPLE	Investment Area Resident and Participant Leadership	Strategy #1: Expand opportunities to engage in client and resident leadership activities.	Action #1.1: Develop strategies for growing new client and resident leadership and preserving the efforts of RAC leadership despite term limits, e.g., peer-to-peer mentoring by former RAC members for new members, developing a volunteer corps.	Year 1	Future programming and policy is strategically informed Residents participate as stewards of their housing and mentors to each other Residents feel supported in their goals	Formal leadership structure established	In Progress	In Progress
			Action #1.2: Create a referral system among leadership programs to address resident/community concerns for which these platforms are not equipped.	Year 1		Completed referral system; # of referrals made; # concerns addressed	In progress	In Progress
			Action #1.3: Increase membership on Section 8 Advisory Committee and potential to expand to regional sub-committees that could meet more informally.	Near Term		# resident participants increased	Moved to Near Term Goal.	Not included for Year 2
			Action #1.4: Assess Partnerships to determine if existing programs can be expanded to include resident leadership development.	Near Term		Completed inventory of assessments; # of residents incorporated into program structure, either as interns, staff or ambassadors	Not Included in Year 1	Not Included in Year 2
			Action #1.5: Increase capacity within HACLA departments to expand existing and implement new resident leadership programs.	Near Term		# of new resident leader programs established; # of new residents recruited	2017 = BASELINE: 14 Residents Advisory Committees 57 Residents Participating in RACS (min. = 3; max = 5) 1 Community Coach Program (13 participants) 2018 Data 14 Residents Advisory Committees 52 Residents Participating in RACS (min. = 3; max = 5) 1 = New Program: Resident Advisory Committee (Rancho San Pedro) 2 Community Coach Programs (23 participants)	2019 Data 13 Residents Advisory Committees 53 Residents Participating in RACS (min. = 3; max = 5) 1 = New Program: Community Coach (Rose Hill Courts); Total of 3 programs and 25 participants
			Action #1.6: Apply for joint FSS program for PH and S8. Model opportunities within FSS to pilot a S8 mentorship program with formalized training and support.	Near Term		#/% residents that feel supported in their goals # participants graduating from mentorship program	2018 Data 547 = total families enrolled in S8 Family Self Sufficiency Program (FSS) 389 = (71%) have an escrow account 11 = graduated from FSS program	2019 Data 577 = total families enrolled in Family Self Sufficiency Program (FSS) 382 = (55%) have an escrow account 25 = graduated from FSS program

PEOPLE

<p>Investment Area i-Informed Service Delivery</p>	<p>Investment Area Resident and Participant Leadership</p>	<p>Strategy #2: Develop and implement strategies to engage hard-to-reach residents</p>	<p>Action #2.1: Engage with advocates & employ their assistance to better communicate with underrepresented or non-participatory residents.</p>	Year 1	<p>Positive communication to ensure program utilization</p> <p>Residents are able to access important information and increase utilization of available resources</p>	<p>#/% of residents that feel well-informed and has access to HACLA staff and resources</p>	In Progress	Ongoing. 13 advocate meetings (BOC and Agency Plan focused meetings)
			<p>Action #2.2: Increase informal outreach to residents, including through “backyard chat”-style engagement, at community functions, regular onsite points of contact, and social media.</p>	Near Term	# participants attending; # new participants	Not Included in Year 1	Ongoing. 237 new twitter followers have joined twitter (897 total followers as of 12/31.)	
			<p>Action #2.3: Assess existing communication tools and look for technology opportunities to improve communication & engagement with all residents</p>	Near Term	<p>#/% of residents that feel well-informed and have access to HACLA staff and resources</p>	Not Included in Year 1	Not included for Year 2	
	<p>Investment Area Resident and Participant Leadership</p>	<p>Strategy #3: Implement community-building strategies across HACLA sites and programs.</p>	<p>Action #3.1: Build platforms (e.g., in person, mobile app, or social media) to connect participants for discussion, advocacy, and community organizing.</p>	Near Term	<p>Residents can congregate and play or socialize safely</p> <p>Residents take larger role in program design</p> <p>Residents feel less stressed</p>	<p>#/% residents feel more engaged with their community and better informed</p>	In Progress	No update for Year 2
			<p>Action #3.2: Property Management to host in coordination with RAC, advocates, and residents social engagement programs and interventions to strengthen relationships among residents across racial, ethnic, gender, and age.</p>	Near Term	<p>Residents feel like they have a large social network they can rely on</p> <p>Higher resident satisfaction with management and/or HACLA</p>	<p>High resident satisfaction with management or HACLA (at least 75% on satisfaction survey)</p>	Not Included in Year 1	Not included for Year 2
			<p>Action #3.3: Develop informal engagements between residents at different properties and programs. Programs could be shared experiences or team-based games. Focus on peer-to-peer exchanges.</p>	Long-Term	<p>#/% residents feel connected to a large social network they can rely on</p>	Not Included in Year 1	Not included for Year 2	
	<p>Investment Area i-Informed Service Delivery</p>	<p>Strategy #4: Develop and implement onsite and offsite service linkages aligned with best practices to support broad resident needs.</p>	<p>Action #4.1: Assess existing services partnerships to transition scattered services into a measurable trauma-informed community building approach to understand what components can be adapted, made accessible or augmented to serve HACLA residents and maximize outcomes. Set up regular data collection & assessment to enable program adjustments/evaluation.</p>	Year 1	<p>Children are prepared for school success & parents are supported</p> <p>Future programming and policy is strategically informed</p>	<p>#/% residents feel stabilized and connected to a large services and social network (on and off site) they can rely on</p>	In Progress	In Progress
			<p>Action #4.2: Support prenatal visitation; preschool enrollment; parenting support and culturally-competent home-based early education</p>	Near Term	<p>Strategic partnerships ensure funding and resource delivery</p> <p>Integrative and thoughtful partnerships deliver the right services in engaging and effective ways</p>	<p>Increase # of affordable pre-school slots; % reduced parental stress</p>	Not Included in Year 1	514 enrolled in 2018; 556 enrolled in 2019 = 42 new sites (8% increase due to second center being opened at Ramona Gardens)
			<p>Action #4.3: Increase knowledge of available benefits and benefits enrollment.</p>	Near Term	<p>Residents feel like they have a large social network they can rely on</p>	<p>increase # residents knowledgeable of and participating in available benefits</p>	Not Included in Year 1	In Progress

PEOPLE	Investment Area Trauma-Informed Service Delivery	Trauma	Action #4.4: Identify Anchor Institutions that can leverage trauma informed services across entire HACLA portfolio in an effort to target residents impacted by the cycles of poverty	Near Term	Neighborhood-level initiatives are supported Improved transparency and communication between partners	# new partnerships & amount of leveraged services	Not Included in Year 1	In Progress	
			Action #4.5: Create formal engagements with Council Offices, faith-based partners and Community Based organizations through development of Service Hubs, that will meet regularly to coordinate services, events & client outreach.	Near Term		# of Hubs set up; # meetings held annually; positive partner feedback on communication/coordination	Not Included in Year 1	In Progress	
			Action #4.6: Promote family stabilization, add services to address negative coping strategies (ie: addiction), prioritize prevention, and build trust and support via case management, peer engagement, and service coordination partnership linkages.	Mid Term		decrease # residents reporting mental health or substance abuse	Not Included in Year 1	Not included for Year 2	
	Investment Area Trauma-Informed Service Delivery	Trauma	Strategy #5: Address impact of incarceration, probation, prior drug/alcohol use on households and access to housing/services.	Action #5.1: Review current policies with advocates and experts and determine if revisions should be made.	Year 1	Housing and services available to a broader population. Increase family reunification. Reduce recidivism.	Completion by date	In Progress	COMPLETE: Housing Services made revisions to forms and letters used to communicate eligibility issues related to criminal background information as well as applicant right for appeal of adverse decisions.
				Action #5.2: Research and enter into opportunities to bring services on-site for early intervention and to address successful community integration.	Near Term		# new service offerings % reduction in alcohol/drug-related arrests	Baseline 2017: 4 = Housing Based Day Supervision Program sites (Nickerson, Pico, San Fernando, Imperial) = over 60 participants 2018 Data: 4 = Housing Based Day Supervision Program Sites (Nickerson, Pico, Imperial, Pueblo Del Rio) = 113 participants	In progress. 4 CSP At Risk Youth Programs (Nickerson, Imperial, Ramona and Pueblo Del Rio); 4 Housing Based Day Supervision programs (Nickerson, Pico, Imperial, Pueblo Del Rio) = 102 participants Nicks Kids Soccer Team (Nickerson) Box Derby Team (Imperial) Free Reins Youth Program (Ramona, Pueblo Del Rio) Pop Warner Youth Football Team (Pueblo Del Rio)
	Investment Area Trauma-Informed Service Delivery	Trauma	Strategy #6: Expand and strengthen agency-to-resident communication about critical issues.	Action # 6.1: Post on the HACLA site a comprehensive, site-specific calendar of meetings and post meeting videos/recaps afterward.	Year 1	Positive communication to ensure program utilization Residents are prepared for an emergency and are integrated into communication systems.	# reached through communication efforts	In Progress	In Progress: 14 subscribers to it's You Tube Channel. Need to reach goal of 100 subscribers in order to receive custom URL. 17 videos of various HACLA events are available on the YouTube Channel. Scope of work for new HACLA website in progress.
				Action #6.2: Develop a variety of media and analog approaches to communication, particularly for emergency training and readiness.	Near Term		Protocols in place; Preparedness trainings held regularly with increased resident participation; multiple communication methods deployed	Not Included in Year 1	Not Included in Year 2

Inve Trauma-Info				integrated into a communication strategy			Not included for Year 2 (mobile app development) 47,000 S8 participant families were sent newsletter to provide information about HACLA's mission, program updates, as well as encouraging families to participate in the S8 Quarterly Advisory Group and provide their email addresses to improve communication.
		Action #6.3: Develop a mobile app for HACLA service needs and FAQs, as well as additional information such as work order status, job training and community event notifications, and important announcements.	Near Term		App analytics for usage	Not Included in Year 1	
Investment Area Trauma-Informed Service Delivery	Strategy #7: Enhance resident access to education opportunities, workforce readiness training, and skills development.						
		Action #7.1: Assess existing partnerships, revise contracts for service and strengthen goals, outcomes and approach to training and education.	Year 1		# residents participating in existing programs increases; # Employment increase	In Progress	In Progress: Through Kids Progress Inc, HACLA expanded educational opportunities via the KPI scholarship program which awarded 47 Public Housing and Section 8 high school graduating seniors \$51,000 in scholarships to attend college and universities. 199 enrolled in vocational training 15 Watts residents recieved free classroom and in the field training on photo-voltaic installation
		Action #7.2: Explore opportunities to prioritize social enterprises for all procurement opportunities. Create & connect residents to social enterprises to gain work experience.	Year 1		Procurement process is enhanced to include Sec 3 hires (Completion by date)	Moved to Near Term Goal	Not Included in Year 2
		Action #7.3: Develop a plan to fund Section 3 support program so that training, education opportunities, mentoring & post-employment support are more accessible to residents.	Near Term	Families can pay their monthly bills and build financial assets Youth graduate from high school, college and are career-ready	\$ Increase in average household income and job programs participation; # of residents employed	Not Included in Year 1	In Progress: A total of 352 jobs were created in 2019 through the Section 3 Guide and Compliance Program, which was highest ever recorded. Section 3 Residents worked in various trades, earning on average \$22.69. In addition to employment opportunities, residents were provided with internship opportunities, scholarships, and various trainings in financial literacy, as well as the construction industry. Additionally, Section 3 Fund was created to address the needs of Section 3 residents. Collected funds are authorized for use towards training and educational programs to mentor and develop skills, provide support services for the residents to join the workforce or advance in their careers.
	Action #7.4: Improve access to computers, low-cost internet access & digital literacy classes	Near Term		# new computer users, # new partners facilitating computer learning programs	Not Included in Year 1	In Progress	

Investment Area
Community Health & Wellness

	<p>Action #7.5 Work with libraries to develop strategies that establish onsite facilities and programs to promote literacy and improved reading levels (e.g. book exchanges, potential co-location, reading programs and literacy training.)</p>	Near Term		% improvement in test scores for students; # adults with increased proficiency and better job opportunities	Not Included in Year 1	In Progress: HACLA coordinated book giveaways and literacy events & giveaways of 9,000 books and 4,000 backpacks city-wide.
	<p>Action #7.6: Integrate financial asset building with financial planning, credit building, & micro-loan programs for all residents. Pursue opportunities to help residents create savings.</p>	Near Term		# users, # residents targeted for late rent pay for participation	Not Included in Year 1	In Progress
	<p>Action #7.7: Support school attendance, high school credit recovery, parental support (as a linkage from early childhood programs from 4.2 above), and out-of-school programming that promotes learning and pursuit of higher education</p>	Near Term		# residents complete HS Equivalency, # children in ECE, # youth graduating from college, # participating in post-secondary education and/or vocational training	Not Included in Year 1	In Progress
	<p>Action # 7.8: Expand job development & placement services to include adult literacy/high school equivalency programs, job skills training, connections to apprenticeships and placement in growth-sector industries.</p>	Long-Term		# new services, # participants enrolled, trained and hired	Not Included in Year 1	Not included for Year 2
	<p>Action #7.9: Expand resident access to small business training and startup incubator opportunities</p>	Long-Term		\$ Increase in incomes; # of participants	Not Included in Year 1	Not included for Year 2
<p>Strategy #8: Increase affordable transportation options.</p>	<p>Action #8.1: Assign HACLA rep to attend meetings to advocate to have HACLA sites included in transportation plans throughout the City</p>	Ongoing	Increase neighborhood walkability score Increase use of multi-modal transit systems.	# Improved public options for transit	In Progress: 2 advocacy efforts: Attend Metro NextGen transportation planning meetings; Met w/ LADOT re: DASH services increases	In Progress: 2 advocacy efforts: participating on the SCAG Transportation Reform committee. Review of existing community plans and mapping of re-routes are under discussion with Planning, Metro, DOT, HCID-LA and EWDD via the WorkSource Centers
	<p>Action #8.2: Identify and implement opportunities for car-share and alternate transportation programs on-site (bike-share & bike maintenance facilities)</p>	Mid Term		# reduced for gas cars on site & # increase of energy efficient cars	Not Included in Year 1	Not included for Year 2
	<p>Action #8.3: Identify and support plans for capital investments in street grid, bike paths and sidewalk areas around HACLA assets and between HACLA assets and neighboring schools and amenities to improve multi-modal transit</p>	Long-Term		Increased health of residents Residents report improved walkability	Not Included in Year 1	Not included for Year 2
	<p>Action #8.4: Advocate for and work with Metro to improve station areas adjacent to HACLA assets and 1st / last mile routes</p>	Long-Term		Residents report increased utilization of Metro Lower crime stats at Metro stations	Not Included in Year 1	Not included for Year 2
	<p>Action #8.5: Advocate for & implement capital improvements that promote low-carbon emission solutions for all transit issues</p>	Long-Term		Increased number of electric vehicles at HACLA properties Increase charging station availability in and around HACLA properties	Not Included in Year 1	Not included for Year 2

PEOPLE

Investment Area Community Health & Wellness	Strategy #9: Increase access to healthy food and nutrition programs.	Action #9.1: Assess needs related to healthy food access and existing gaps in service or opportunity.	Near Term	Data collection and metrics	Plan developed individual to each site. (Completion by date; # plans completed per year.)	Moved from Year 1 to Near Term Goal.	In Progress: Utilizing Watts as a template with the implementation of the Urban Village Zone, EveryTable located to Watts, offering fresh food and healthy options; HACLA also contracted with EveryTable at 2600 as a Vending Machine Vendor for Employees seeking healthy food options.	
		Action #9.2: Utilize and expand partnerships with organizations focused on providing fresh, nutritious, and affordable food options in urban communities through a variety of strategies (e.g., mobile markets, coordinated transportation to grocery stores, community gardens, community supported agriculture, farmers markets, and food bank collaborations) to meet resident needs.	Near Term	Positive communication to ensure program utilization Future programming and policy is strategically informed Strategic partnerships ensure funding and resource delivery	# increase of residents reporting that they have stronger food security.	Not Included in Year 1	In Progress: Distributed 289,280 pounds of free produce to Watts Residents and diverted 293,480 pounds of food waste from landfills via TCC Watts Rising grant	
		Action #9.3: Facilitate resident access to nutrition programs (e.g., nutritionists, cooking classes) based on findings and available resources.	Mid Term		# increase of residents reporting improved physical health. SPA- or site-level data shows % improvements in level of diabetes and cardiovascular health.	Not Included in Year 1	Not included for Year 2	
	Investment Area Community Health & Wellness	Strategy #10: Increase access to mental health services including peer-to-peer support	Action #10.1: Engage and expand partnerships to provide access to a variety of mental health services. Create stress-free engagements that allow residents to learn about MH services and participate without judgement.	Near Term	Households are healthy and prepared to manage their own health and well-being Households are less stressed and have mental bandwidth to focus on other goals or responsibilities.	Reduced # of families working with DCFS. (improving Family unification)	In Progress	In Progress: Received the Community health Worker Demonstration Grant February 2019. The \$57,500 grant will fund up to three Health Workers to support Nickerson Gardens residents and help set national policy on how to implement the social determinants of health.
			Action #10.2: Utilize community space and partnerships to offer fun, relaxing and interactive healthy activities for youth, adults, families and seniors (pop up play space, yoga/meditation, and art therapy are all concepts).	Near Term	Households able to identify stressors early and engage in pathways to mitigate.	Reduced # of residents reporting stress and increased # reporting improved well-being.	Not Included in Year 1	In Progress
			Action #10.3: Establish peer-to-peer health programs (pilot promatora like program) that promote holistic health and wellness at sites and to S8 voucher tenants.	Mid Tem		Reduced # of residents reporting stress and increased # reporting improved well-being.	Not Included in Year 1	Not included for Year 2
	Investment Area Community Health & Wellness	Strategy #11: Improve community stewardship	Action #11.1: Identify underutilized public space or areas where trash accumulates. Work with residents and partners to develop improved programming or design of space.	Year 1		#/% reduction in bulky item dumping; reduced costs of daily maintenance.	In Progress	In Progress: Transitional Subsidized Employment (TSE) Workers have been deployed to the larger sites
			Action #11.2: Implement new clean-up programs with community members and/or community organizations.	Near Term	Site hygiene has improved Community space is engaging and better utilized	#/% increase of residents who report feeling connected to their neighbors and public space feels owned by everybody.	Not Included in Year 1	In Progress: All public housing sites held at least one cleanup event for residents to participate in during 2019 (with some sites offering additional opportunities.) Asset Management received and released results of a resident satisfaction survey, which introduced questions regarding improving services onsite. Assessment of responses is ongoing.
			Action #11.3: Implement social enterprise opportunities or Section 3 opportunities for resident-led or owned businesses to participate in regular maintenance and programming activities.	Long-Term		#/% increase of residents trained or employed in management and maintenance-related career paths	Not Included in Year 1	Not included for Year 2

PEOPLE	Investment Area Community Health & Wellness	Strategy #12: Increase opportunities for use of common / open space.	Action #12.1: Enter into and expand partnerships to deploy expertise and funding to create engaging and active common space.	Near Term	Community space is engaging and better utilized Future programming and policy is strategically informed	Expand # of partners engaged in recreation & programming activities in outdoor spaces.	Moved from Year 1 to Near Term Goal.	Not included for Year 2					
			Action #12.2: Engage residents and recreational program staff in plan for improvements to community space.	Near Term		Complete evaluation of functional space and identify opportunities for investment. (Completion by date; # plans completed per year.)	Not Included in Year 1	Not included for Year 2					
			Action #12.3: Enter into public-private partnership grant opportunities to raise funds for implementation.	Mid Term		% Increase in Park Evaluation score and increase # square feet of useable open space	Not Included in Year 1	Not included for Year 2					
	Investment Area Community Health & Wellness	Strategy #13: Improve Access to Physical Health Services	Action #13.1: Analyze utilization of existing on-site clinics and health partnerships to determine effectiveness & breadth of service. Identify areas for improvement or change.	Year 1	Residents feel safe in their homes Households are healthy and prepared to manage their own health and well-being	Complete evaluation with recommendations (Completion by date; # plans completed per year.)	In Progress: We have assessed contract goals and met with the partners to integrate them more strategically into the community through broader community engagement efforts to support their outreach. Have also met with USC Dental School and Cal State LA to bring Dental Services onsite. The services contract is in draft form; Service Provider HUB meetings are scheduled for Q1 2019.	Service Provider HUBS: 2 = South LA HUB and 1= East LA HUB convened; Community Health Clinics are at 3 sites via Alta Med (Ramona, Estrada, William Mead) - currently only collecting participation numbers; no assessments completed in 2019; Dental services USC ECHO; CalStateLA ECHO coordinated through Boys & Girls Clubs MOUs in place; Nickerson Boxing program began in November.					
									Action #13.2: Address health needs of "Aging In Place" populations. Develop and implement best practices for care and service.	Near Term	# Fewer calls for ambulatory service	Not Included in Year 1	In Progress: New questions asked as part of resident satisfaction survey; results will help us develop next steps
									Action #13.3: increase resident knowledge of where to access health care services not fully covered by government health programs (dental, vision, etc)	Mid Term	# Residents report improved physical health and knowledge of available services.	Not Included in Year 1	Not included for Year 2
									Action #13.4: Build and support promatora programs, alternative health services and make capital investments to create space for health services on or near HACLA properties	Long-Term	# residents reporting improved physical health Sq Ft space available for programming and services	Not Included in Year 1	Not included for Year 2
	Investment Area Community Safety	Strategy #14: Work with residents to develop a Community Safety Framework and programmatic focus	Action 14.1: Engage residents at regular resident meetings and through community-building events to solicit feedback on safety issues and concerns	Year 1	Residents help enhance public safety Residents can address neighborhood conflicts and report illegal activities	# residents reporting increased sense of community and safety.	Move to a Near Term Goal.	In Progress: CSP Officers continue to participate in monthly management meetings with residents and host various events throughout the year to foster personal relationships with residents. TCC - UPI and WCOM initiated walking clubs with an average of 50 people regular attending					
			Action 14.2: Train property management and resident leaders in restorative justice techniques. Develop policy and implementable practice for including residents in intervention and de-escalation practices.	Near Term		# new training modules implemented; utilization rate of interventions incorporated; % reduced violent crime rate; % eviction rates reduced over time.	Not Included in Year 1	In Progress: Various topics presented at RAC Leadership Meetings including Financial Literacy, Property Management, Domestic Violence, and Eviction.					
			Action 14.3: Work with LAPD to create standards and regular officer and community training in the CSP model. Identify key hallmarks of the program that are a must in every community and other tools/implementing strategies that are optional.	Near Term		% residents reporting improved perception of LAPD (youth and adults); % increase in community awareness of CSP; % increase of residents reporting they feel positive about the CSP program.	Not Included in Year 1	In Progress: Completed two assessments of CSP program and working on new MOA as a result of assessments. New MOA to include new Quarterly/Yearly reporting from CSP. CSP Community Ambassador's Program (Sep-Dec 2019) at Nickerson, Imperial and Jordan.					

Investment Area	Public Safety	Strategy #15: Improve security monitoring at all HACLA sites	Action 14.4: Use Block Captains, RACs and youth to create and participate in community stewardship through clean up days, community walking or gardening groups, and events that foster social cohesion.	Near Term	Resident perception of safety has increased Residents feel safe in their homes	# residents reporting increased sense of community and safety.	Not Included in Year 1	In Progress: Current CSP Stewardship Programs include Walking Club (Jordan, Imperial, Nickerson, Ramona), Community Clean Up Program (Imperial/Nickerson), Safe Passage Program
			Action 14.5: Develop sustainable funding strategy for the continuation of Community Safety Partnership with LAPD, HACLA and collaborative partners for select developments.	Mid Term		% Reduction in crime rates on sites utilizing CSP model.	Not Included in Year 1	Not included for Year 2
			Action 14.6: Work with local schools and Safe Passage programs to coordinate efforts and identify partners to provide regular emergency response training to residents	Mid Term		# increase in residents reporting perception of safety; # of residents who have participated in emergency preparedness training and workshops to develop safety planning and supplies.	Not Included in Year 1	Not included for Year 2
			Action 14.7: Assess opportunity to use Elite, Rent Café or other Ap to allow residents to message board about safety issues and connect to Neighborhood Watches or other community safety activities in their neighborhood. Implement functionality if determined to be appropriate.	Mid Term		# increase of residents reporting awareness of programs in their area; # residents reporting feeling more connected to their neighborhoods.	Not Included in Year 1	Not included for Year 2
Investment Area	Public Safety	Strategy #15: Improve security monitoring at all HACLA sites	Action 15.1: Review existing public safety monitoring plan to improve coverage of areas such as playgrounds, open spaces, and entrance/exits screening.	Year 2	Residents help enhance public safety relationships and programming Resident perception of safety has increased	Assessment and plan developed for each HACLA site. (# plans developed per year; completion by date)	Moved from Year 1 to Year 2 Goals.	In Progress: Camera systems expanded to all sites
			Action 15.2: Install safety cameras as well as more and better lighting.	Near Term		# sites with cameras added each year (expanded to ensure all HACLA sites have cameras); # sites with upgraded lighting installed; Completion by date.	Not Included in Year 1	In Progress: All sites but Rose Hill Courts and Jordan Downs had new and or additional cameras installed
			Action 15.3: Develop & find capital to implement alternative Crime Prevention Through Environmental Design (CEPTED) strategies.	Mid Term		Capital Plan investments are being met over 20-year period based on priorities. (\$ raised; \$ leveraged; # in-kind services secured)	Not Included in Year 1	Not included for Year 2

Long-Term Goals:

#1: Revitalize communities and enhance livability

#2: Improve economic and social outcomes for affordable housing residents

Strategies		Actions	Timing	Outcome (End Result)	Metric	2018 End of Year Updates (Published in Build HOPE Appendix C)	2019 End of Year Update
PLACE Investment Area Housing Preservation and Expansion	Strategy #1: Stabilize the physical and financial viability of the conventional public housing portfolio.	Action 1.1: Devise and adopt a HACLA preservation-redevelopment compact with residents and stakeholders that details specific objectives and commitments that underscore established principles of preservation, one-for-one replacement of current stock, maintain affordable rents, and outline resident rights processes and responsibilities.	Year 1	Residents' principal concerns are heard and addressed allowing the community to focus more easily on other resident needs and community design Stem outmigration of low-income and ethnically diverse families displaced by gentrification in the City New units of deeply affordable housing are developed and existing units are preserved with added useful life Generate prevailing wage construction opportunities for HACLA residents and other disadvantaged local residents Conventional public housing is physically and financially stabilized Understanding major investment timelines for all public housing sites will inform & improve strategy for spending limited HUD capital funds.	# of residents and advocates supporting redevelopment & rehabilitation efforts at their sites	In Progress: Convened 7 workshops with Rancho San Pedro residents to engage/inform and conduct site amenities/make-up selection activities for the final planning documents.	In Progress: Held 11 community workshops at Rancho San Pedro to continue finalizing resident priorities and get resident feedback on the quality of the overall project proposal. Results indicated that on a scale of 1-5 (1- needs work; 5 = very well addressed needs), scores averaged at 4.3 indicating the categories of the plan were well addressed.
		Action 1.2: Utilize the Site Scoring Matrix to sequence conventional properties for redevelopment, significant rehabilitation or partial rehab / redevelopment and community enhancement after completion of revised Capital Needs Assessments. Designate realistic projected timelines to achieving development goals for the properties in each category.	Year 1		CNA's are completed in Year 1; Timelines developed with objective data and community input; HACLA is able to maintain timelines	In Progress: In 2018 PNA property inspections began. Updated PNA reports will be obtained in 2019.	In Progress: Updated PNA's were completed (18 under public housing; 95 under Asset Management.) The Scoring Matrix will be rerun with the new data and properties will be rescored, re-sorted and re-prioritized, as necessary.
		Action 1.3: Analyze impacts of conventional public housing conversions primarily to Section 8 platforms on property-specific and HACLA-wide operating income to ensure funds are adequately available to achieve needed capitalization, improve site functionality, expand management and service capacity, provide funding to support other HACLA priorities & administrative functions.	Year 1 & ongoing		Amounts of capital need across public housing portfolio is reduced Increase available funding for management, services & to support HACLA's mission	In Progress: Expended \$18.5M in capital improvement projects in public housing. PNAs on properties are now outdated, so overall cost of capital needs will be assessed in 2019. Staff also reviewed our San Fernando Gardens site as a case study to understand the economic ramifications of converting from Section 9 to a Section 8 platform.	In Progress: In 2019, expended \$22.4M in capital improvement projects in public housing. PNA process began and reports are slated to be provided in early 2020. Analysis of Section 9 impacts were not performed on any site in 2019. Development work continued in: Jordan Downs, Pueblo Del Sol, Rose Hills and Rancho San Pedro.
		Action 1.4: Analyze household characteristics and develop financing strategies & more detailed development approaches for top tier projects in Site Scoring Matrix.	Near Term		Feasibility studies completed for all Tier 1 & Tier 2 properties. Revisions to prioritization in tiers reviewed after feasibility study complete.	Not Included in Year 1	Not included in Year 2
		Action 1.5: Convene discussions and secure agreements with the City & local partners to address key hurdles: historic designations, proportional allocation of funding sources, designated sources of funding, density increases, City fees, and entitlements.	Near Term		and SHPO reached on preservation approach. City designates new funding or set-aside of existing funding for public housing preservation & redevelopment Cooperative Agreement with City is revisited and city fee structure clarified. Opportunities for legislating or regulating ease of access to density increases and entitlement on HACLA-owned land researched & solutions developed.	Not Included in Year 1	Not included in Year 2
		Action 1.6: Pursue combination of Section 18 Demo/Dispo, RAD authority accelerate the stabilization of properties.	Near, Mid- and Late-Term		Utilization of HUD programs allows for financially feasible rehabilitation and redevelopment of some public housing sites	In Progress: Baseline -- 2016-17 baseline: 30 TPV (JD Phase 1C footprint; 32 RAD unit closings (JD Phase 1A). 2018 = 38 RAD units closings (JD Phase 1B)	In Progress: 26 RAD unit closings (Lankershim); 13 TPV units (JD Phase H Footprint)
		Action 1.7: Pursue waiver requests from HUD to facilitate commitments to Resident Rights Compact and accelerate the stabilization of existing and converting properties.			Waiver requests are submitted with strong arguments & local support; HUD grants waiver requests.	In Progress: 3 waivers requested by Section 8; 1 granted by HUD (for ability to apply increases payment standard to subsidy calculation at time rent increase is approved instead of waiting for first regular re-examination.)	Awaiting confirmation for 2019 data.

	<p>Action 1.8: Develop internal financing authorities and tools like Bond Authority and collaborate with HCID and City on potential Debt & Equity Fund to improve tax credit pricing and reduce interest costs.</p>	Mid Term		# Bond issuances & applications; HACLA maintains high level bond ratings; \$ growth in revenue from bond authority; HACLA is successful in getting highly competitive debt pricing	In Progress: 4 bonds issued. (1 = general obligation bond; 1 = mortgage revenue bond; 2 = HCID issued conduit bonds for JD Phase 1. HACLA gained BOC approval for bond issuance authority in Sept 2019.	In Progress: 3 conduit bond applications in development. Union Portfolio bond rating elevated from S&P "A-" to D&P "A" rating in June 2019																	
	<p>Action 1.9: Review, refine and update the Site Scoring Matrix at least every five years to reflect changing data and emerging opportunities.</p>	Approximately every 5 Years		Site Scoring Matrix refined every 3 to 5 years.	Not Included in Year 1	Not included in Year 2																	
<p>Strategy #2: Increase functionality and effectiveness of Asset Management Portfolio</p>	<p>Action 2.1: Utilize the Site Scoring Matrix to cue up properties for redevelopment, significant rehabilitation or partial rehab / redevelopment and community enhancement. Attach realistic projected timelines to achieving development goals for the properties in each category.</p>	Year 1	<p>HACLA becomes a leader in providing housing units to Section 8 voucher holders</p> <p>Residents varied needs are met and residents report high satisfaction with management</p> <p>Seniors are able to age-in-place comfortably</p> <p>Densities in asset management portfolio have been optimized to accommodate new housing units</p> <p>Existing units of affordable housing are preserved and new units are brought on-line broadening the safety net with a wide breadth of affordability options</p>	Timelines developed with objective data and community input; HACLA is able to maintain timelines	In Progress: We are in the process of completing physical needs assessments at our properties. The results will be factored into our Site Scoring Matrix so properties can be rescored and timelines adjusted where necessary.	In Progress: No site scoring matrix was performed in 2019. Development Services will assess the PNA's completed by Housing services which have been completed but are awaiting reports, and perform scoring in 2020. The results will be analyzed and timelines determined accordingly.																	
	<p>Action 2.2: Utilize available funding tools including tax credits, conventional debt/equity, RAD to achieve site-based improvements.</p>	Near, Mid- and Late-Term		AM renovates or significantly rehabilitates at least one property every 3 years.	In Progress: Completed over \$239.5K in capital improvements at 4 sites	In Progress: Closed on the RAD conversion of Lankershim Apartments (30 units, formerly Public Housing); Completed over \$230K in capital improvements at 3 sites - flooring replacement, asphalt and ADA upgrades.																	
	<p>Action 2.3: Update Acquisition Policy, create Acquisition Plan and Associated Fund to acquire: (1) residential properties to increase units available for Section 8-qualified households and Workforce households; (2) meet public housing redevelopment goals; and (3) meet HACLA operational real estate and income needs.</p>	Near Term		Acquisition policy & plan adopted; fund created to support acquisition; HACLA achieves adopted # of new units per year developed through Acquisition Plan	In Progress: Research into best practices and policy revision is underway. Staff hopes to take a revised Acquisition Policy to the Board of Commissioners in Q1 2019.	In Progress: Acquisition policy was updated and extensively reviewed internally and presented for board for input.																	
	<p>Action 2.4: Assess opportunities to act on Purchase Options or Rights of First Refusal for converted public housing sites to increase HACLA's operational authority & extend useful life of property as deeply affordable housing.</p>	Year 1 & Near-Term		# of units re-syndicated and rehabilitated; increased revenue to HACLA; new property management opportunities achieved	In Progress: Staff has analyzed the acquisition and re-syndication/rehabilitation of the 201 unit Pueblo Del Sol Phase I and the 176 unit Pueblo Del Sol Phase II and will be submitting purchase options for both phases before the end of Q4 2018.	In Progress: Purchase option for Pueblo Del Sol was exercised in 2019. We will continue to keep tracking developments reaching the end of the tax credit period and prioritize exercise of the ROFR and Purchase option in a timely fashion.																	
	<p>Action 2.5: Research current small home & rent-to-own affordable homeownership models and invest in opportunities for Section 8 and Public Housing residents to bridge from rental into ownership.</p>	Mid-Term & Later-Term		Research and develop program(s); identify appropriate role for HACLA; develop at least 200 units of homeownership housing by mid-term	Not Included in Year 1	Not included in Year 2																	
	<p>Action 2.6: Identify opportunities on existing HACLA property to construct temporary or permanent housing for homeless or recuperative care.</p>	Year 1, Near-Term		Identify 2 to 5 sites; conduct preliminary feasibility study; successfully build out 1/2 of the sites identified as feasible by mid-term.	In Progress: We are working to execute a three-year lease with the City of Los Angeles for a 100-bed Bridge Housing facility on the Imperial Highway lot. The project is expected to start construction in Q1 2019.	In Progress: Site 1 Complete - executed three-year Ground Lease with the City of Los Angeles on 100-bed Bridge Housing Facility which opened to the public in October 2019.																	
	<p>Action 3.1: Support current Mod Rehab SRO owner-managers in converting assistance under RAD to long-term Section 8 contracts to support needed recapitalization & determine opportunity for HACLA to assist in brokering transactions with HUD or taking on co-development role, where appropriate.</p>	Near- and Mid-Term		<p>Secure preservation of limited SRO housing inventory for long-term affordability</p> <p>Increase private and publicly-owned units available to Section 8 tenants in the Los Angeles market</p>	Complete conversion of all SRO Mod-Rehab units by beginning of Later Term	<p>In Progress: 2 Skid Row Housing Trust Mod Rehab RAD conversions:</p> <table border="1"> <thead> <tr> <th>Building</th> <th>Units</th> <th>HAP Effective Date</th> </tr> </thead> <tbody> <tr> <td>Southern Hotel</td> <td>53 contract units</td> <td>January 1, 2019</td> </tr> <tr> <td>Simone Hotel</td> <td>46 contract units</td> <td>March 1, 2018</td> </tr> <tr> <td>Rossmore</td> <td>57 contract units</td> <td>May 1, 2018</td> </tr> </tbody> </table>	Building	Units	HAP Effective Date	Southern Hotel	53 contract units	January 1, 2019	Simone Hotel	46 contract units	March 1, 2018	Rossmore	57 contract units	May 1, 2018	<p>In Progress: 1 RAD conversion of one of SRO Housing Corporation contract:</p> <table border="1"> <thead> <tr> <th>Building</th> <th>Units</th> <th>HAP Effective Date</th> </tr> </thead> <tbody> <tr> <td>Southern Hotel</td> <td>53 contract units</td> <td>January 1, 2019</td> </tr> </tbody> </table> <p>Worked with Sec 8 staff on suggested changes to the admin plan/wait list administration procedures to accommodate RAD and covered units processing for subsequent vacancies in these developments.</p>	Building	Units	HAP Effective Date	Southern Hotel
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<p>Action 3.2: Utilize Section 8 Project-basing to support HACLA portfolio preservation and expansion</p>	Near-, Mid- and Later Term	# of PBV utilized to assist in portfolio preservation	Not Included in Year 1	In Progress: PBV HAP contract for 50 units (JD Phase 1A) was executed September 2019. Conversion of 150 AM market rate units targeted towards Seniors to PBV (Reflection sites);																			
<p>Action 3.3: Analyze opportunity to issue NOFA PBV to broaden affordable housing opportunities based on need determined by Housing Element.</p>	Near Term	Increase housing types and income levels supported through Section 8 PBV	Not Included in Year 1	In Progress: 142 PBV units were awarded for JD redevelopment (MDC-JD Project, Phase H, Phase S3)																			
<p>Action 3.4: Support legislation that prevents source of income discrimination</p>	Near Term	Increased access to new units in the market	Not Included in Year 1	COMPLETE: In 2019 both City of Los Angeles (June) and State of California (November) approved legislation aimed at preventing source of income discrimination.																			

Strategy #3: Improve and expand

<p>Strategy #3: Improve and Expand Section 8 Program, Policies & Efficiencies</p>	<p>Action 3.5: Improve tools to support housing searches, provide support and training to prepare Section 8 voucher holders to be competitive in hot rental markets.</p>	<p>Year 1 and ongoing</p>	<p>More Section 8 tenants are successful in finding units and maintaining their Section 8 voucher</p> <p>HACLA able to serve a broad base of affordable needs in the City of Los Angeles</p>	<p># of new innovations applied; # of tenants finding housing within first 3 months of search</p>	<p>In Progress: In 2017, 205 participants found housing within 3 months of search compared to 187 in 2018 (these numbers exclude PBV, Special Programs (CoC, HOPWA, Mod-Rehab). To support an increase, in November 2018, a pilot program began to provide housing search assistance to clients whose vouchers were set to expire.</p>	<p>In Progress: 3 innovations applied (bus ad campaign, landlord incentives, award ceremony); 274 participants (excluding PBV, Special Programs (CoC, HOPWA, Mod-Rehab) housed within 3 months of search.</p>
	<p>Action 3.6: Create program and funding to incentivize utilization of Accessory Dwelling Units to house Section 8 tenants</p>	<p>Year 1</p>		<p># of Section 8 tenants able to access an ADU; # of homeowners willing to continue renting to Section 8 clients</p>	<p>In Progress: HACLA is working with LA-Mas, a city sponsored non-profit, to set up an Accessory Dwelling Unit program in the city. In December 2018, the group began soliciting homeowners for the program.</p>	<p>In Progress (process underway and first units expected to be completed in 2020.)</p>
	<p>Action 3.7: Assess current Landlord Outreach & Support. Recommend HUD waivers or program shifts that would increase private landlord participation & pursue private/competitive funding to implement.</p>	<p>Near - and Mid-Term</p>		<p>Increased # of new landlords renting to Section 8 tenants; # of landlords with positive perception of the Section 8 program</p>	<p>Not Included in Year 1</p>	<p>In Progress: Average total of landlords in program in 2018 = 13,414 vs 2019 = 13,227 (2% decrease.)</p> <p>As part of Section 8 outreach campaign to increase landlord participation, over 1,950 incentives were provided to Section 8 landlords who agree to rent to homeless clients, conducted monthly owner orientation seminars, issued landlord newsletters, attended 17 exposition/workshops, and hosted an award ceremony to recognize the top 20 landlords that are actively involved in housing homeless individuals and families.</p>
<p>Strategy #4: Steward efforts to reduce and alleviate homelessness</p>	<p>Action 4.1: Commit Section 8 PBV to 5,000 units over five years for production of new Permanent Supportive Housing units in cooperation with the City and County of Los Angeles.</p>	<p>Year 1, Near-Term</p>	<p>Homelessness is reduced in the City of Los Angeles</p>	<p>Achieve 5,000 units by Year 5</p>	<p>In Progress: In October 2018, HACLA issued a Notice of Funding Availability (NOFA) to award 420 permanent supportive housing project based vouchers to eligible projects to serve homeless and chronically homeless individuals and families, including veterans. That will meet HACLA's commitment of 1,000 units for 2018. That NOFA has closed and HACLA will review and rank the 41 proposals (1963, units) received to make a recommendation for award to the Board of Commissioners in January 2019. At the same meeting, HACLA will seek Board approval for 1,000 units for 2019.</p>	<p>In Progress: The HACLA BOC authorized the allocation of 1,484 Permanent Supportive Housing Project Based Vouchers to be used in conjunction with Proposition HHH funds. Due to the accelerated commitments, HACLA will actually award full 5,000 in two and a half years rather than five years.</p>
	<p>Action 4.2: Develop policy to integrate a minimum of 5-10% fully-funded homeless supportive housing units into redevelopment of public housing and asset-managed sites.</p>	<p>Near Term</p>	<p>Number of new households becoming homeless for the first time decreases over time</p> <p>Public health indicators in SPA's where homelessness is concentrated improve</p>	<p>Adopt revised Development Policy to incorporate requirement; # of units integrated</p>	<p>Not Included in Year 1</p>	<p>Not included in Year 2. In 2020 we will revise the Development Policy to accommodate goals of incorporating PSH units in future developments. While this is not contemplated in Jordan Downs, the next large development conversion, Rancho San Pedro includes a 10% provision of PSH units on all new non-replacement affordable housing units built.</p>
	<p>Action 4.3: Develop joint initiatives with the Los Angeles County Health Department to direct vouchers effectively to secure additional permanent / bridge housing properties or beds to allow for improved rapid recycling of Health Department vouchers.</p>	<p>Near Term</p>		<p>Program successfully increases # of units available for rapid rehousing from baseline year</p>	<p>Not Included in Year 1</p>	<p>In Progress: HACLA partnered with LA County Health Departments to house eligible applicant families in several Permanent Supportive Housing Programs including Waiting List Limited Preference (Homeless, Tenant Based Supportive Housing), Continuum of Care and Project Based Voucher Programs.</p>
	<p>Action 4.4: Identify opportunities on existing HACLA property to construct temporary or permanent housing for homeless or recuperative care (PH portfolio)</p>	<p>Year 1, Near-Term</p>		<p>Identify 2 to 5 sites; conduct preliminary feasibility study; successfully build out 1/2 of the sites identified as feasible by mid-term.</p>	<p>Not Included in Year 1</p>	<p>Not Included in Year 2</p>
<p>Strategy #5: Expand HACLA's role in the broader communities it serves to improve neighborhood-wide health and well-being</p>	<p>Action 5.1: Identify opportunities to participate and support community-based efforts to advocate for improvements to infrastructure, safety, health, education and economic equity</p>	<p>Year 1, Near-Term</p>	<p>Community members and advocates are supportive partners with HACLA to improve neighborhood health and well-being</p> <p>Health and well-being factors have improved in the communities in and around HACLA sites</p>	<p>#/% increase of advocate participation; #/% increase in meeting attendance; #/%increase in community event participation</p>	<p>In Progress: The TCC grant selection provided significant opportunities for the Watts community to come together to begin active work planning related health, safety, infrastructure and economic equity. HACLA has spent 2018 preparing for the execution of the grant contract and finalizing all scopes, timelines and budgets.</p>	<p>In Progress: Conducted and participated in multiple neighborhood level Community Advisory and Community Leadership meetings to inform and gather information and recommendations for additional community level improvements and programming.</p>
	<p>Action 5.2: Pursue grant opportunities, establishment of special assessment or infrastructure districts and other appropriate funding mechanisms to build and invest in neighborhood wide improvements.</p>	<p>All Terms</p>	<p>HACLA is recognized as a resource and funding partner within its communities</p>	<p>Number of grants pursued; Amount of funding leveraged for neighborhood improvements; Amount of funding attained; Higher Livability Index Scores</p>	<p>In Progress: In 2018 we received 3 grants totaling just under \$35M to invest in neighborhood improvements in Watts and San Pedro.</p>	<p>In Progress: Over \$35M in grants pursued; 14 grants awarded totaling \$7.731M</p>

PLACE		Investment Area	Investment Area	Investment Area	Investment Area	Investment Area	Investment Area	Investment Area	Investment Area	
PLACE	Investment Area	Place-Making	Strategy #6: Utilize HACLA-owned property to provide community amenities that meet broader neighborhood needs	Action 6.1: Ensure that open and communal spaces within HACLA-owned properties are designed for community gathering, engagement, active play and learning.	All Terms	HACLA communal and open spaces are well utilized with rich social and educational programming for residents HACLA residents have a strong social connection within their site and broader community and have a feeling of "home"	# increase in community gatherings; #/% increase in participation at engagement events; # increase in participation in sports/active play; #/% increase in participation in educational programs	In Progress: 124 youth participating in Project SOAR; A pilot "kids corner" where children can read and watch educational programming has been installed at the 2600 Wilshire Office lobby; 3 providers offered youth programming at 9 sites with 2,399 youth participating (calculation is vendor reported and includes youth enrollment across activities.)	In Progress: 201 youth participating in Project SOAR; 3 providers offered youth programming at 9 sites with 1,745 youth participating (data was calculated to only show youth total enrollment and does not include participation across activities offered.)	
				Action 6.2: Prioritize utilization of Authority's community facilities & communal areas to offer services to HACLA residents and surrounding neighbors.	All Terms	The communities surrounding HACLA sites utilize open/shared amenities HACLA sites are well integrated into the surrounding community -- not isolated.	# of programs/services offered to residents & neighbors; # of resident participants in services; # of community members participating in services	Not Included in Year 1	In Progress: Developing language into site agreements as they renew; piloting with youth programs and will be expanded in future years.	
				Action 6.3: Ensure that redevelopment efforts at HACLA-owned properties consider & prioritize opportunities to create community-serving amenities, developed with neighborhood-wide input.	All Terms		#/% increase of community members enjoying shared spaces/programs; #/% increase of community participation at input meetings	Not Included in Year 1	In Progress: Coordinated three events designed to unite broader community with public housing residents including Community Clean Up , Community resource Fair and Community Peace Walk.	
PLACE	Investment Area	Sustainability	Strategy #7: Improve Sustainability and Reduce Carbon Footprint	Action 7.1: Improve on-site recycling and waste reduction including offering individual and community recycling bins & "upcycling" classes and exchanges.	Near Term		# new recycling bins; # upcycling class participants	Not Included in Year 1	Not included in Year 2	
				Action 7.2: HACLA will review and implement Energy Performance Contracts or other applicable financing tool, to improve landscaping, water usage, add solar and shade.	Near term & Mid Term	HACLA becomes a leader in sustainable practices (recycling, energy usage, maintenance and capital improvements) portfolio wide	# landscapes implemented; % water usage reduction; # solar projects implemented; # shade improvements made	Not Included in Year 1	In Progress: Installed drip systems at 79% of the Asset Management portfolio and drought tolerant landscape at approximately 10%. Will access consumption changes over the next year.	
				Action 7.3: HACLA will develop a policy that roof replacement and new roofs must use cool roof materials along with reflective and smog eating wall coverings to mitigate heating and cooling effects.	Near Term	HACLA experiences cost savings through energy and water usage improvements HACLA communities are less vulnerable to climate change health factors due to its sustainability practices	# new cool roofs; # wall coverings implemented	Not Included in Year 1	In progress: Within Asset Management portfolio, replaced 1 roof with cool roofing materials. Approximately 50% of portfolio has cool roof material.	
				Action 7.4: New landscaping must include tree planting and expand smart irrigation to include grey water systems where feasible.	Mid Term	HACLA residents are well informed about sustainability practices, have access to effective tools to reduce consumption and experience cost savings from utilizing energy saving resources	# trees planted; # grey water systems implemented; # water saving irrigation systems implemented	75 trees planted throughout public housing	In Progress: Grey water system installed as part of JD Phase 1A; 75 trees planted at public housing sites	
				Action 7.5: Require all new construction PBV projects to meet Silver LEED equivalent and prioritize projects that propose Gold LEED equivalent.	Near Term		# of new units achieving LEED equivalent or certification	Not Included in Year 1	In Progress: JD Phase 1A (115 units) applied for LEED Gold (pending certification)	
				Action 7.6: Convert to an electric vehicle fleet, install charging stations throughout portfolio and encourage car-sharing opportunities.	Later Term		# electric vehicle change outs in fleet; # charging systems installed; # employees using car-share; # residents/participants using car-sharing	Not Included in Year 1	In Progress: Implemented a fleet upgrade with 41 new fully electric vehicles and installed 44 charging stations; successfully received pilot grant funds to develop EV Car share programs at San Fernando Gardens and Jordan Downs	
				Strategy #8: Improve Resilience of HACLA sites and neighborhood	Action 8.1: Address approach to seismic upgrades or repairs necessary to meet current building code standards	Near Term	HACLA properties have been upgraded/repared to meet appropriate seismic standards and are ready for "the big one"	# upgrades/repairs made; % of portfolio meeting seismic code	Not Included in Year 1	In Progress: A seismic assessment was included in the PNA conducted in 2019 for public housing - reports of which are still pending. Within Asset Management portfolio, Completed foundation/seismic repairs at 1 site. 98% of the portfolio meets current seismic code.
					Action 8.2: Work with LADWP to install solar systems to store energy in localized generators	Near- and Mid-Term	HACLA is utilizing solar energy storage where practicable throughout portfolio	# kw hours stored; # thermal units (??)	Not Included in Year 1	Not included in Year 2
					Action 8.3: Create improved lighting and walking or bicycling paths around HACLA properties linked to neighborhood resources	Mid- Later Term	HACLA residents have increased usage of nearby resources and increase walking and bicycling throughout their community	# LEDs installed; # miles of pedestrian paths created; # miles of bicycle paths created	1/2 mile of new sidewalk & bike lanes built into new Century Boulevard (Jordan Downs)	Not included in Year 2
					Action 8.4: Identify areas on HACLA-owned properties that can be used for temporary co-location of emergency shelters or services during a disaster.	Mid- Later Term		# of sites identified and submitted to City EOC	Not Included in Year 1	In Progress

PLACE Investment Area Management Excellence	Strategy #9: Manage capital resources and reserves to sustain useful life of existing and new units in HACLA's portfolio	Action 9.1: Procure and continue to utilize Capital Needs Assessments to manage existing AM portfolio needs	Near, Mid- and Late-Term	HACLA capital needs are aggressively implemented and the improvement program is proactive HACLA is a leader in staff and resource management for capital improvement HACLA has rich strategic partnerships to leverage capital dollars HACLA Residents are actively engaged and partners in site improvements and ground maintenance HACLA Residents experience improved health from increased site hygiene and reduced plumbing, roof or mold issues	# of PNAs completed; # of capital improvements made based on PNA results	In Progress: In 2018 PNA property inspections began. Results and implementation will begin in 2019.	In Progress: Asset Management completed assessments of all 95 properties for an overall total capital need of approximately \$360M over 20 years.
		Action 9.2: Continue to evolve use of technology to manage requests for maintenance/repairs, deployment of personnel, view alerts and outages related to specific developments, view scheduled inspections & evaluate cost/time	Near Term		# increase in electronic requests (for inspections, maintenance); % time savings realized	In Progress: In Fall 2018, an online maintenance request application was premiered for Housing Services and Asset Management.	In Progress: As of end of 2019, only 1% of Work Orders received are via the online portal within Housing Services. By 12/31/19 Asset Management had 1,297 households registered in Rent Café with 2% submitting maintenance requests through the online system.
		Action 9.3: Pursue competitive funding for qualifying capital needs and push for philanthropic and other funding for Infrastructure Projects which have high impact on resident health.	Near Term		# of grants received for onsite infrastructure improvements in PH or AM	In Progress: 4 AM grants = \$239,578; 1 PH capital grant = \$21M	In Progress: 4 AM grants - \$255,820; 1 PH grant = \$21.1M
		Action 9.4: Expand technologies to communicate with private-market landlords and property managers of Section 8 properties to share program information; improve tenant-landlord relations; offer tips & training.	Mid Term		number of grants pursued; Amount of funding leveraged for neighborhood improvements; Amount of funding attained; Higher Livability Index Scores	In Progress: Implementing Choice Neighborhoods Planning Grant in Rancho San Pedro & TCC Grant for Watts Rising	In Progress: Applied for Choice Neighborhoods Grant for Jordan Downs in FY2019
		Action 9.5: Consider creating a HACLA-sponsored Social Enterprise employing HACLA residents to compliment and improve site & ground maintenance projects.	Mid Term		# of enterprise partnerships developed; # HACLA residents participating in maintenance enterprise program	Not Included in Year 1	Not included in Year 2

Long-Term Goals:
Goal #3: Preserve existing deeply affordable housing
Goal #4: Increase the number of affordable housing units in Los Angeles
Goal #5: Improve outdated housing stock and affordable housing models

PATHWAYS		Strategies	Actions	Timing	Outcomes	Metric	2018 End of Year Updates (Published in Build HOPE Appendix C)	2019 End of Year Update
PATHWAYS	Investment Area Business Line Expansion	Strategy #1: Build and scale HACLA's internal real estate development team into a capable, adequately staffed "community revitalizer and public developer" and business line comparable to other large, regionally-oriented development / redevelopment authorities.	<p>Action 1.1: Devise a 5-year strategic/organizational development plan and budget for building out the capacity of real estate development unit into a team that can execute major community revitalization and public development opportunities as defined by Strategy #1 of the Place Module.</p> <p><i>Suggested Development Plan Inclusions: - The number and capacity/experience of staff needed; and schedule of professional development of current staff; required project management/IT systems; required initial capitalization (seed funding and multi-year budget commitments) and growth curve; and recommendation and implementation requirements of an optimal organizational structure.</i></p>	Year 1	Financial best practice models are well-established and organizational sustainability has been achieved	Plan Completion (by date); Strategic reorganization and hiring completion (by date);	<p>In Progress: In March 2018, HACLA began laying the groundwork for this organizational transition with creation of the Chief Strategic Development Officer and re-aligning supportive business units within the new Strategic Development Bureau. Capacity strengthening will proceed in stages -- hiring talent to expand skills and capacity within the team, seeking additional funding opportunities to support key projects and then building steadily over the next five years and beyond.</p> <p>In January 2019, HACLA will bring on two new staff: Development Officer and Deputy Development Director. These two new positions should provide needed capacity to expand HACLA's ability to take on new real estate deals.</p>	<p>In Progress: In 2019, budget included additional management level positions (Development Manager, Relocation Manager) that were created and candidates hired into. These critical hires have significantly increased the Development Services' team capacity for existing and future development opportunities. An Assistant Project manager will be added in 2020.</p> <p>A formal 5 year plan will be developed in 2020.</p>
			<p>Action 1.2: Develop and modify internal policies and procedures to guide development, including design guidelines, underwriting guidelines, construction oversight & management requirements.</p>	Near Term	Business lines are competitive in the marketplace and HACLA's is recognized as an innovator in community revitalization and public development	Policies and procedures are adopted (by date); onboarding & training of new employees is simplified with clear instruction and consistent implementation tools	Not Included in Year 1	Not included in Year 2
			<p>Action 1.3: Initiate self-development activities around subsets of HACLA's conventional public housing inventory requiring moderate rehabilitation and in concert with Acquisition/Rehabilitation strategy.</p>	Near Term	HACLA has established strategic industry partnerships to leverage agency expertise and gap fill development resources and funding	# self-develop projects initiated; # new co-development relationships established; # co-development projects initiated; # moderate rehabilitations in process; # new strategic development partnerships with nonprofits and privately owned affordable housers	Not Included in Year 1	<p>In Progress: Development Services begins work on build out of new WorkSource Development Center on Imperial property & People Center at Jordan Downs; work on new parking garage for 2600 Wilshire Building underway & preliminary designs for potential housing project on Rampart.</p>
			<p>Action 1.4: Pursue competitive grants and establish pooled investor funds, bond funds or tax-increment financing districts to build capacity and fund initiatives.</p>	Mid-Term	Development efforts are economical and result in improved housing stock, cash flow and neighborhood amenities	increase # of grant funds; increase in annual cash flow from properties; increased access to alternate resources	Not Included in Year 1	<p>In Progress: In 2019, the team submitted the Watts Rising Choice Neighborhoods proposal (14 projects, over 60 supportive and leverage partners) to support Jordan Downs Redevelopment and uplift the whole community of Watts.</p>
PATHWAYS	Investment Area Business Line Expansion	Strategy #2: Adapt, enhance and expand HACLA's property management capacities to become a competitive property manager in the Los Angeles housing market and generate standard-customary fee revenues for the Agency.	<p>Action 2.1: Analyze feasibility of developing separate property management arm to manage converted public housing, LIHTC properties, and Asset Management properties. Analysis includes looking at competitiveness against current property management market, cost, operational requirements, and skill/knowledge requirements.</p>	Year 1		Feasibility plan completed (by date); Operational business plan (for cost recovery/revenue improvement) completed (by date)	<p>In Progress: Part of the visioning process included an assessment of current operations in our property management division under Housing Services and Asset Management against market best practices. In 1st Quarter 2019, the team will further review this analysis and develop the plan forward.</p>	<p>In Progress: Asset Management determined additional resources are needed, Working Group to be established in 2020</p>
			<p>Action 2.2: If determined to be financially feasible and beneficial to HACLA's properties & residents, initiate organizational structure to create a unit focused on affordable housing property management and pilot initial management on up to 500 units of HACLA's Asset Management properties.</p>	Near Term	HACLA staff are trained across multiple property management platforms and can effectively manage a range of affordable housing products	Operational business plan completed; (by date); # of public housing/senior disabled and multi-family properties transitioned to management model (per year)	Not Included in Year 1	Not included for Year 2
			<p>Action 2.3: Develop property management systems (technology, protocols, policies, training modules, performance standards) to ensure management is consistent, supported and runs effectively. Determine best strategy and model to combine direct services and utilize 3rd party services.</p>	Near Term	Management and financial best practice models are well-established and organizational sustainability has been achieved	Competitive property management performance standards established and implemented (by date); properties show positive cash flow;	Not Included in Year 1	Not included for Year 2
			<p>Action 2.4: Evaluate effectiveness of adding a new property management unit focused on tax credit, market rate and Section 8 properties. If competitive and feasible, develop plan to test model on remaining balance of Asset Management portfolio.</p>	Mid-Term	Residents of HACLA-managed properties are strongly satisfied with HACLA management and maintenance services	Pilot plan completed (by date); # of third party managed properties transitioned back to HACLA property management entity; customer satisfaction survey for residents (# increased satisfaction)	Not Included in Year 1	Not included for Year 2
			<p>Action 2.5: Determine if HACLA's property managers would be effective in providing competitive services to smaller non-profits, private landlords, Community-based Organizations or other affordable housing developers and owners. If so, develop plan to market and compete for property management opportunities in the private market focused on properties in the greater LA-metropolitan area.</p>	Long Term	HACLA provides improved management for 3rd parties with Section 8 or LIHTC housing	Revenue review and transition plan completion (by date); private market study complete; # new units managed as a 3rd party by HACLA	Not Included in Year 1	Not included for Year 2
			<p>Action 3.1: Review collected market data on typical asset management fees to establish competitive benchmark costs and performance requirements and standards to ensure HACLA is a leader in Asset Management.</p>	Near Term	HACLA's Asset Management services will continue to generate revenue to support Authority goals and provide employment opportunities.	Competitive property management performance standards established and implemented (by date)	Not Included in Year 1	Not included for Year 2

Investment Area Business Line Expans	Strategy #3: Adapt, enhance and expand HACLA's asset management capacities to become a competitive asset manager in the Los Angeles housing market and generate standard-customary fee revenues for the agency.	Action 3.2: Develop staff expertise and tools necessary to manage new Acquisition Fund as defined in Strategy #2 of the Place Module and the increasing portfolio of market and affordable properties.	Near Term	Financial best practice models are well-established and organizational sustainability has been achieved Business lines are competitive in the marketplace and HACLA's is recognized as strong asset manager across a variety of property types	# of well performing properties added to portfolio; customer satisfaction surveys from new residents; capital needs analyzed regularly, with strong reserves, little/no deferred maintenance and high REAC scores	Not Included in Year 1	Not included for Year 2
Investment Area Business Line Expansion	Strategy #4: Adapt, enhance and expand HACLA's small construction capacities to become a competitive small construction service provider in the Los Angeles housing market and generate standard-customary fee revenues for the agency.	Action 4.1: Review existing small construction resource and staff capacity to ascertain the potential for operational expansion in ADA conversion, code enforcement, city inspections, and other accomodations for small PHAs, Section 8 or PBV landlords, and other HACLA partners or associates.	Near Term	HACLA's Small Construction services will continue to generate revenue to support Authority goals and provide employment opportunities.	Feasibility and Pilot Plans completed (by date)	Not Included in Year 1	Not officially included for Year 2 - for this to become more feasible moving forward, will need to establish contractors and business licenses and obtain bonding.
Investment Area Business Line Expansion	Strategy #4: Adapt, enhance and expand HACLA's small construction capacities to become a competitive small construction service provider in the Los Angeles housing market and generate standard-customary fee revenues for the agency.	Action 4.2: Review collected market data and analyze the cost-competitiveness of HACLA small construction services in the Los Angeles market.	Near Term	Financial best practice models are well-established and organizational sustainability has been achieved	Competitive small construction service performance standards established and implemented (by date)	Not Included in Year 1	In Progress: As a pilot - Force Account Construction was asked to provide bids for window replacement projects within the Asset Management portfolio. Bids were approximately 30% higher using the Force Account model due to the small scale of projects.
Investment Area Business Line Expansion	Strategy #4: Adapt, enhance and expand HACLA's small construction capacities to become a competitive small construction service provider in the Los Angeles housing market and generate standard-customary fee revenues for the agency.	Action 4.3: Determine if there is a market for contract Small Construction services. If HACLA is well-positioned and would benefit from expanding its Small Construction business line, complete any retooling necessary and market services.	Near Term	Business lines are competitive in the marketplace and HACLA's is recognized as strong Small Construction service provider across a variety of property types	Operational business plan (for cost recovery/revenue improvement) completed (by date)	Not Included in Year 1	In Progress: Asset Management will traget larger scale projects in 2020 and reassess.
Investment Area Business Line Expansion	Strategy #4: Adapt, enhance and expand HACLA's small construction capacities to become a competitive small construction service provider in the Los Angeles housing market and generate standard-customary fee revenues for the agency.	Action 4.4: Bid on projects and services in the Los Angeles market for which HACLA Small Construction business line has been determined competitive by cost and market analyses.	Mid-Term	Business lines are competitive in the marketplace and HACLA's is recognized as strong Small Construction service provider across a variety of property types	# projects bid on by HACLA Small Construction services; # of projects awarded; increase in cash flow from small construction services	Not Included in Year 1	Not included for Year 2
Investment Area Organizational Efficiency	Strategy #5: Optimize technology platforms to enhance customer service and better support program delivery	Action 5.1: Develop a technology roadmap and framework to guide the development and implementation of information technology solutions	Year 1	HACLA relies on a set of principles to ensure IT choices are strategic and consider the agency's long-term goals	Incorporating best practice research, complete September 2018	In progress: Research into technology best practices, and systems alternatives compared to HACLA operational needs and budget is well underway. Business process reviews of our technology platforms have begun to provide better guidance for next steps. By end of December, the reviews will be complete and implementation efforts based on the results will begin in 2019.	In Progress: Technology acquisition framework was completed in the third quarter of 2018. Factors such as user functionality, customization requirements, data migration, infrastructure compatibility, future product development, security, technical support, value to the business operations and total cost of ownership are the guiding criteria for acquisitions going forward.
Investment Area Organizational Efficiency	Strategy #5: Optimize technology platforms to enhance customer service and better support program delivery	Action 5.2: Conduct evaluation of current Emphasis Elite and Yardi Voyager systems to improve system alignment and integration.	Year 1	HACLA has a clear understanding of its processes and systems and the most strategic technology in place to support operations	Research with best practice recommendations complete September 2018	In progress: Elite optimization evaluation was completed in October with recommendations to be implemented in 2019. Yardi optimization was scheduled in December and recommendations will be incorporated into our implementation schedule.	COMPLETE: Business Process Reviews recommendations including refresh training for the maximum use of all available functionalities resulted in the expanded use of the major enterprise systems Yardi/Voyager & Emphasys/Elite
Investment Area Organizational Efficiency	Strategy #5: Optimize technology platforms to enhance customer service and better support program delivery	Action 5.3: Identify and evaluate current HACLA processes across business lines for "automation gaps" and systems bottlenecks to expand usefulness of technology to handle current manual processes and increase productivity (e.g. automated procurement, HR and payment approvals, cloud based data systems, etc.)	Near Term	HACLA has a clear understanding of its processes and systems and the most strategic technology in place to support operations	Evaluation with recommendations for improvements completed December 2018, including schedule for implementation of approved systems enhancements	In progress: By end of December, the evaluative reviews will be complete and recommended implementation efforts will begin in 2019.	In Progress: Yardi/Voyager assessment of online recertification capabilities for PH was completed but implementation was tabled until critical functionality becomes available. Emphasys/Elite implementation of online recertification is underway. Note: Scope of this action was expanded to include additional paper reduction initiatives such as the implementations of online portals and upgrades. Voyager was upgraded to address the needs of the Jobs Plus initiative.
Investment Area Organizational Efficiency	Strategy #5: Optimize technology platforms to enhance customer service and better support program delivery	Action 5.4: Identify and evaluate opportunities to manage and reduce walk-in traffic by digitizing manual, paper-intensive interactive business processes	Mid-Term	Innovative and service focused business processes have lowered the burden of bureaucracy faced by stakeholders when interacting with HACLA	Clients report system is easy to navigate and response to their needs. Client needs are met more quickly and improve outcomes.	Not Included in Year 1	Not included for Year 2
Investment Area Organizational Efficiency	Strategy #5: Optimize technology platforms to enhance customer service and better support program delivery	Action 5.5: Identify and evaluate opportunities to manage high call volumes through smart routing and interactive self-service technologies	Near Term	Resident, landlords, program partners, and program participants are satisfied with the customer service provided by HACLA	New phone system is integrated into Section 8 program	In Progress: The new Phone System RFP is underway; we expect to report out on a recommendation for new phone services in February or March 2019.	In Progress: Phone Migration and Expansion: Scope was expanded to include wiring upgrade for PH sites which will lead to a net savings of over \$200k in five years. Timeline has been adjusted to facilitate the earlier migration for Section 8 offices. Contact Center Migration and Expansion: Multi-Departmental working group has conducted business process audits and is laying out the path to centralize and expand all call centers. Phase 1 migration of current contact centers into the Verizon platform is underway.

PATHWAYS

**Investment Area
Human Capital Planning**

**Investment Area
Human Capital Planning**

Strategy #8: Evaluate and facilitate modifications to the **organizational chart** and structure regularly to **improve lines of communication, program alignments, and succession planning.**

<p>Action 8.2: Evaluate opportunities for new classifications that are better tailored to program realignments and new initiatives and engage in strategic hiring</p>	<p>Near Term and Ongoing</p>
<p>Action 8.3: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare all staff for their current duties and position them for future growth</p>	<p>Near Term and Ongoing</p>
<p>Action 8.4: Evaluate and implement internal communication tools to allow for two-way communication, share important messages, and engage & invest staff in the activities of the Agency as a whole</p>	<p>Near Term and Ongoing</p>

Staff retention rates are high
Staff report job satisfaction
Staff are aware of all the programs and initiatives within the Authority and have opportunities to share in HACLA's successes
HACLA workforce is highly skilled and considered to be the highest caliber professionals in the field

<p># new classified programs and initiatives; increase in identifiable strategic hiring</p>
<p>Percentage of management positions filled by existing staff</p>
<p>Improved communication tools are rolled out regularly. Tools utilize a variety of media and engagements.</p>

<p>In Progress: The creation of the Chief structure required upgrade of several positions to support program realignments. Additional new classifications are tied to potential program streamlining and reorganization efforts, such as a Call Center for Section 8.</p>
<p>In Progress: Our Human Resources team has started the process of cataloging training throughout the agency to ensure a training plan is developed and maintained. In addition to the Leadership program, HR is working with Department Heads to provide staff with training, hosted both internally as well as by industry experts. Beginning in January 2019, HR will provide all staff with an 8 hour training regarding mental health, we are developing a training for management skills, and will be launching an extensive orientation program.</p>
<p>Moved from Year 1 to Near Term Goal.</p>

<p>In Progress: TCC Senior Project Manager, Job Plus Program Manager, IT Project Manager, Development Services Project Manager, Deputy Director of Development Services, Contracts & Procurement Officer, and Bond Program Manager were among the newly created positions designed to align programs and achieve organizational goals. Assistant Housing Manager, Department Automation Coordinator, and Training and Support Specialist were among those positions upgraded/ revised to support reorganization efforts. A new Assistant Director of Section 8 position was created to manage Inspections and the new Call Center. The Manager class series was amended to include Call Center related duties.</p>
<p>In Progress: There were 36 supervisory or management level, permanent vacancies filled of which 23 were filled by internal candidates. This equates to 64% of management positions filled by internal promotion. HACLA sponsored 55 training activities to a combined 1,671 participants. Employees from 125 different classifications attended and employees could participate in more than one training activity during the year. Included in that training catalogue are nine (9) Mental Health First Aid (MHFA) training sessions presented by HR which certified 157 employees. MHFA trainings will continue into 2020</p>
<p>In Progress: HR and CEO Announcements sent via email blasts. Hallways/Elevator Lobby, Entrances post signage. Engagements include regular staff department and all agency events. Holiday events and festivities include management announcements. Staff can ask questions anonymously through the Online Q/A Portal. HR conducted HR Meet & Greet sessions at various sites. HR has scheduled regular visits to Section 8 Valley and Section 8 South offices.</p>

Strategy #9: Improve staff morale and productivity

<p>Action 9.1: Utilize Ladder to Leaders Program and other tools to create opportunities for personal growth and promotional opportunities</p>	<p>Year 1</p>
<p>Action 9.2: Develop internal team to work on social events, unique opportunities and engagements that allow for staff to decompress, create a collegial environment, motivate and stimulate creative-thinking</p>	<p>Year 1</p>
<p>Action 9.3: Host regular interactions with CEO including formal opportunities to discuss Authority mission and initiatives.</p>	<p>Near Term</p>
<p>Action 9.4: Improve on-boarding process and initial orientation of staff</p>	<p>Near Term</p>

HACLA creates an environment that creates stress-reduction opportunities, time for contemplation and innovation
New ideas are generated and HACLA staff are productive contributors to the workplace

<p>Percentage of management positions filled by existing staff</p>
<p>Working team established. Calendar of events created and at least one activity quarterly is produced.</p>
<p>Develop engagement schedule. Host State of the Authority meeting.</p>
<p>On-boarding and orientation schedule and programs developed and implemented</p>

<p>In Progress: In November, an announcement was sent out to staff regarding the onset of our voluntary Leadership Program for 2019. Interest letters and resumes were due in December and the program will roll out at the beginning of 2019.</p>
<p>In Progress: In June 2018, HACLA initiated a volunteer team of staff from various departments to do social and engagement planning. This year the team put on an All staff picnic in September, hosted a Halloween social and costume contest, HR Meet & Greets at all site offices and the CEO Holiday Reception & Decorating contest. The committee has also developed some preliminary plans for 2019 events to engage staff.</p>
<p>In Progress: In February 2019, we will convene a State of the Agency meeting focused specifically on introducing Build HOPE, allowing deeper discussion regarding our vision and mission, and providing a timeline of business unit specific training.</p>
<p>Not Included in Year 1</p>

<p>In Progress: Of the 85 promotions that occurred in 2019, 33 were participants of the Leadership Program. The 2019 Leadership program graduated 16 employees. The program was renewed for 2020.</p>
<p>In Progress: Throughout the year, each business unit had the opportunity to lead a staff events fundraising effort which also promoted more casual interactions with other teams and gift colleagues and subordinates to treats like Porto's baked goods, ice-cream, etc. resulting in 6 monthly events. Outside events included 1 HACLA-wide picnic, 2 special outings to a Dodger game and Hollywood Bowl. We also hosted 2 themed contests (costume contest, holiday decorating, etc.) to boost morale and allow staff to show off their creative skills.</p>
<p>In Progress: The CEO regularly convenes a brown bag lunch session, where he invites staff on a first-come first serve basis to have lunch and get to know him in a more informal setting. The CEO hosted a combined 51 employees during eight (8) brown bag lunches.</p>
<p>Partially COMPLETE: As of July 2019, Human Resources implemented an extended initial orientation program that includes introduction to Build HOPE for all new hires. In 2019, HR conducted 13 new hire orientation days and 77 new hire participated in that process. The orientation will continue for 2020.</p>

Investment Area Vision Plan Implementation	Strategy #10 Develop communication and reporting mechanisms for implementation	<p>Action 10.1: Develop internal and external trainings with succinct presentation materials for staff, residents, partners, and other stakeholders.</p>	Year 1	Staff, residents, partners, and other stakeholders understand and buy into the HACLA 25-Year Vision Plan	# presentations given to staff, residents, partners, and other stakeholders; % of positive comments on effectiveness of messaging	<p>In Progress: A Communication Strategy overview was provided to the Board of Commissioners.</p>	<p>In Progress: In 2019 focus was mainly to introduce staff to the Vision Plan which was done initially through a preview presentation to our Leadership Program participants, followed by our All Staff Meeting.</p> <p>We provided several stakeholder sessions with the County and other potential collaborative partners who we want to deepen relationships with.</p> <p>Initiated translation of Build HOPE materials (Snapshot folder and Site Outreach) in preparation for resident engagement sessions to deepen understanding of our 25-year vision and how their feedback was incorporated.</p>
		<p>Action 10.2: Determine schedule and approach for delivery of communication and reporting mechanism</p>	Year 1	Presentation dates and methods are prepared for staff, residents, partners, and other stakeholders	Schedule and approach for communication and reporting are developed and implemented	<p>In Progress: Quarterly updates will be presented to the Board of Commissioners.</p>	<p>In Progress: Schedule for staff was developed in 2018, in 2019 we are currently finalizing a scope of work for data collection systems that can automate current manual tracking efforts and build out data visualizations for digital and print uses.</p>
		<p>Action 10.3: Develop website or hacla.org pages for introduction to Vision Plan materials and reporting out on metrics and outcomes</p>	Near Term	Staff, residents, partners, and other stakeholders understand and buy into the HACLA 25-Year Vision Plan online	A website or hacla.org pages are developed, published, and regularly updated	<p>In Progress: As part of the visioning process, HACLA utilized the Neighborland website to store comments/feedback from residents about the vision plan. We are currently finalizing a scope of work for website expansion/redesign to be rolled out with initial implementation efforts for Build HOPE.</p>	<p>In Progress: The full Build HOPE document has been placed online in "flip-page" format for ease in staff review and implementation efforts. The scope of work for the Build HOPE website has been finalized and is pending coordination of sister website projects also underway.</p>
		<p>Action 10.4: Develop data collection and analysis tools for reporting out on Vision Plan</p>	Near Term	The collection, analysis, and communication of data pertaining to Vision Plan implementation is streamlined	# tools developed; speed and ease of data collection and analysis processes	<p>In Progress: We are currently finalizing a scope of work for data collection systems that can automate current manual tracking efforts and build out data visualizations for digital and print uses.</p>	<p>In Progress: In 2019 we researched several software products that could be used to better automate data collection and streamline reporting. A scope of work has been developed but back-burnered based on need to develop a cohesive approach. In the meantime, we continue to extract data from our current operating systems and report out regularly on our agreed upon indicators.</p>
		<p>Action 10.5: Conduct bi-annual shared reports to BOC on the implementation of the Vision Plan</p>	Ongoing	The BOC is consistently informed of implementation progress and the return on time and financial investment in the Vision Plan Development.	# presentations delivered; # implementation progress items to report	<p>COMPLETE: Throughout the visioning process HACLA provided its Board of Commissioners regular updates, which included several specific updates on implementation progress while the Build HOPE document was being developed. As part of our Communication Strategy, we have built in regular updates to the Board.</p>	<p>COMPLETE: The Board received both quarterly and an annual update on Build HOPE progress as well as periodic deeper dives from specific teams regarding their progress towards completing goals and outcomes within Build HOPE.</p>
<p>Long-Term Goal: #6 Strengthen and grow strategic partnerships #7 Encourage innovation that supports organizational flexibility and growth</p>							

Indicator Tracking					
HACLA Department	Data Graphic Grouping	Metric	Indicator	Frequency of Reporting	
Asset Management	Program Demographics	%	Composition by Program - Affordable	Annual - part of separate report out	
		%	Composition by Program - Senior	Annual - part of separate report out	
		%	Composition by Program - S8 PBV	Annual - part of separate report out	
		%	Composition by Program - Multi-Family	Annual - part of separate report out	
		%	Composition by Program - Age (18-25)	Annual - part of separate report out	
		%	Composition by Program - Age (26-39)	Annual - part of separate report out	
		%	Composition by Program - Age (40-50)	Annual - part of separate report out	
		%	Composition by Program - Age (51-65)	Annual - part of separate report out	
		%	Composition by Program - Age (66-79)	Annual - part of separate report out	
		%	Composition by Program - Age (80+)	Annual - part of separate report out	
		%	Composition by Program - Latino/a/x	Annual - part of separate report out	
		%	Composition by Program - Black/African American	Annual - part of separate report out	
		%	Composition by Program - Asian	Annual - part of separate report out	
		%	Composition by Program - Native American	Annual - part of separate report out	
		%	Composition by Program - White/Caucasian	Annual - part of separate report out	
		%	Composition by Program - Native Hawaiian/Other Pacific Islander	Annual - part of separate report out	
		%	Composition by Program - Household size (1)	Annual - part of separate report out	
		%	Composition by Program - Household size (2)	Annual - part of separate report out	
		%	Composition by Program - Household size (3)	Annual - part of separate report out	
		%	Composition by Program - Household size (4)	Annual - part of separate report out	
		%	Composition by Program - Household size (5)	Annual - part of separate report out	
		%	Composition by Program - Household size (6+)	Annual - part of separate report out	
		%	Composition by Program - Household Income (less than \$29,000 per year)	Annual - part of separate report out	
		%	Composition by Program - Household Income (\$30,000 - \$59,999 per year)	Annual - part of separate report out	
		%	Composition by Program - Household Income (\$60,000 - \$79,999 per year)	Annual - part of separate report out	
		%	Composition by Program - Household Income (\$80,000 - \$99,999 per year)	Annual - part of separate report out	
		%	Resident Income Composition (Excludes Market Rate): Extremely Low (<30% AMI)	Annual - part of separate report out	
		%	Resident Income Composition (Excludes Market Rate): Very Low (31-50% AMI)	Annual - part of separate report out	
		%	Resident Income Composition (Excludes Market Rate): Low (61-80% AMI)	Annual - part of separate report out	
		%	Composition by Program - Household Income (\$100,000 - \$149,999 per year)	Annual - part of separate report out	
		%	Resident Income Composition (Excludes Market Rate): Middle (81-100% AMI)	Annual - part of separate report out	
		%	Resident Income Composition (Excludes Market Rate): Above Middle (101%+ AMI)	Annual - part of separate report out	
		%	Composition by Program - Household Income (\$150,000+ per year)	Annual - part of separate report out	
	Program Effectiveness	%	Occupancy Rate (% of total units in portfolio that are rented/leased up)	Annual - part of separate report out	
		#	Commercial Sites: Total Capital Projects	Annual - part of separate report out	
		%	Commercial Sites: Capital Projects Percentate Complete	Annual - part of separate report out	
		\$	Commercial Sites: Amount Expended for Capital Projects	Annual - part of separate report out	
		#	Residential Sites: Total Capital Projects	Annual - part of separate report out	
		%	Residential Sites: Capital Projects Percentate Complete	Annual - part of separate report out	
		Narrative	Automation Update	One time report (2021)	
		\$	Residential Sites: Amount Expended for Capital Projects	Annual - part of separate report out	
		Sustainability	# HCF	Commercial Sites Utility Usage/Consumption: Water	Annual - part of separate report out
			# KWH	Commercial Sites Utility Usage/Consumption: Electric	Annual - part of separate report out
	# CCF/KWH		Commercial Sites Utility Usage/Consumption: Gas	Annual - part of separate report out	
	Customer Service	Completion by date	Resident Satisfaction Survey Update	One time report	
	Community Engagement	Program Effectiveness	%	Average HBDS Participant Impact Score: Homelife (BASELINE)	Annual - likely as separate report
			%	Average HBDS Participant Impact Score: School (BASELINE)	Annual - likely as separate report
%			Average HBDS Participant Impact Score: Social/Peer Interaction (BASELINE)	Annual - likely as separate report	
%			Average HBDS Participant Impact Score: Overall (BASELINE)	Annual - likely as separate report	
%			Average Change HBDS Participant Impact Score: Homelife (PROGRESS)	Annual - likely as separate report	
%			Average Change HBDS Participant Impact Score: School (PROGRESS)	Annual - likely as separate report	
%			Average Change HBDS Participant Impact Score: Social/Peer Interaction (PROGRESS)	Annual - likely as separate report	
%			Average Change HBDS Participant Impact Score: Overall (PROGRESS)	Annual - likely as separate report	
Development Services	Relocation	%	Former Residents still at Jordan Downs	Quarterly - separate dept. report	
		%	Former Residents offered housing at Jordan Downs	Quarterly - separate dept. report	
	Redevelopment	\$ / %	Project Funding Secured against needed - by project (JD, PDS, RH, RSP)	Annual - part of separate report out	
		#	Replacement Units Constructed (Jordan and Rose Hill)	Annual - part of separate report out	
		#	Replacement Units Under Construction (Jordan and Rose Hill)	Annual - part of separate report out	
		#	Non-replacement Units Constructed	Annual - part of separate report out	
	#	Non-replacement units Under Construction	Annual - part of separate report out		

		#	AMI Served for all units constructed	Annual - part of separate report out		
	Acquisitions	#	Units Acquired	Annual - part of separate report out		
Finance	Customer Service	#	Residents/Participants Payments Received via Electronic Pmt	Quarterly - data visualization		
		%	Residents/Participants Payments Received via Electronic Pmt	Quarterly - data visualization		
		#	Residents/Participants Payments Received via Check/Money Order	Quarterly - data visualization		
		%	Residents/Participants Payments Received via Check/Money Order	Quarterly - data visualization		
		#	Residents/Participants Payments Received via WIPS	Quarterly - data visualization		
		%	Residents/Participants Payments Received via WIPS	Quarterly - data visualization		
	Agency Financial Health	%	Diversification of cash - federal source vs. other sources	Annual - Likely part of separate report out		
General Services	Section 3 Hiring	#	Total Jobs Created: Construction	Annual - part of separate report out		
		\$	Average Pay Rate: Construction	Annual - part of separate report out		
		#	Males: New Construction Jobs	Annual - part of separate report out		
		#	Females: New Construction Jobs	Annual - part of separate report out		
		#	Total Jobs Created: Administrative	Annual - part of separate report out		
		\$	Average Pay Rate: Administrative	Annual - part of separate report out		
		%	Males: New Administrative Jobs	Annual - part of separate report out		
		%	Females: New Administrative Jobs	Annual - part of separate report out		
		#	Total Jobs Created: Retail	Annual - part of separate report out		
		\$	Average Pay Rate: Retail	Annual - part of separate report out		
		#	Males: New Retail Jobs	Annual - part of separate report out		
		#	Females: New Retail Jobs	Annual - part of separate report out		
		#	Total Jobs Created: Other	Annual - part of separate report out		
		\$	Average Pay Rate: Other	Annual - part of separate report out		
		#	Males: New Jobs Other	Annual - part of separate report out		
		#	Females: New Jobs Other	Annual - part of separate report out		
		#	Total Priority 1 New Hires	Annual - part of separate report out		
		\$	Average Pay Rate: Priority 1 New Hires	Annual - part of separate report out		
		%	Males: Priority 1 New Hires	Annual - part of separate report out		
		%	Females: Priority 1 New Hires	Annual - part of separate report out		
		#	Total Priority 2 New Hires	Annual - part of separate report out		
		\$	Average Pay Rate: Priority 2 New Hires	Annual - part of separate report out		
		%	Males: Priority 2 New Hires	Annual - part of separate report out		
		%	Females: Priority 2 New Hires	Annual - part of separate report out		
		#	Total Priority 3/4 New Hires	Annual - part of separate report out		
		\$	Average Pay Rate: Priority 3/4 New Hires	Annual - part of separate report out		
		%	Males: Priority 3/4 New Hires	Annual - part of separate report out		
		%	Females: Priority 3/4 New Hires	Annual - part of separate report out		
			Placement by Ranking (1) & pay rate		Top three highest paid positions - job title name and pay rate	Annual - part of separate report out
			Placement by Ranking (2) & pay rate		Top three highest paid positions - job title name and pay rate	Annual - part of separate report out
			Placement by Ranking (3) & pay rate		Top three highest paid positions - job title name and pay rate	Annual - part of separate report out
			Customer Service	#	Participants attending Purchasing Training	Annual - part of separate report out
		#		Purchasing Group Trainings Offered	Annual - part of separate report out	
		#		Purchasing One on One Trainings Offered	Annual - part of separate report out	
		%		Off Contract Purchases (non-Purchasing Card)	Annual - part of separate report out	
		#\$		contracts above \$10,000)	Annual - part of separate report out	
		#\$		Federal Minority Owned Contracts Awarded (Oct. 1- Sept 30, only contracts above \$10,000)	Annual - part of separate report out	
		#\$		Federal Women Owned Businesses Awarded (Oct. 1- Sept 30, only contracts above \$10,000)	Annual - part of separate report out	
		#\$		Federal Public Works Contracts Awarded (Oct. 1- Sept 30, only contracts above \$10,000)	Annual - part of separate report out	
		Contracting/Procurement		#\$	Formal Contracts (Total - minus LOMOD, KPI, CNI, TCC)	Annual - part of separate report out
	#\$			Formal Contracts – Professional Services (Minus LOMOD, KPI, CNI, TCC)	Annual - part of separate report out	
	#\$		Formal Contracts – Construction, Maintenance & Public Works (Minus LOMOD, KPI, CNI, TCC)	Annual - part of separate report out		
	#\$		Formal Contracts - Goods & Services (Minus LOMOD, KPI, CNI, TCC)	Annual - part of separate report out		
	#\$		Formal Contracts - Piggyback (non-specific) (Minus LOMOD, KPI, CNI, TCC)	Annual - part of separate report out		
Human Resources	Customer Service	#	Total HACLA Trainings Offered Staff	Quarterly - data visualization		
		Name by Ranking (1) & % of total	Top 3 Types of Training Delivered: Named Category/Type of Training & the % of total of participants ->	Quarterly - data visualization		
		Name by Ranking (2) & % of total	Top 3 Types of Training Delivered: Named Category/Type of Training & the % of total of participants ->	Quarterly - data visualization		
		Name by Ranking (3) & % of total	Top 3 Types of Training Delivered: Named Category/Type of Training & the % of total of participants ->	Quarterly - data visualization		
		%	Total Vendor/Online Delivered Trainings Utilized by Staff	Quarterly - data visualization		
		#	Total Number Participating in HACLA Delivered Trainings (Unique Participants)	Quarterly - data visualization		

	Employee Retention	#	Total Number Managers/Supervisors Attending HACLA Delivered/Sponsored Training	Quarterly - data visualization
		#	Total Number Line Staff Attending HACLA Delivered/Sponsored Training	Quarterly - data visualization
		#	Employee Events/Activities in Period	Quarterly - data visualization
		\$	Spent/Fundraised for Employee Events/Activities	Quarterly - data visualization
		#	Participated in Employee Events/Activities	Quarterly - data visualization
		Time: Years	Average Years of Service at HACLA (overall)	Annual - likely as separate program report
Information Technology	Customer Service	#	Rent Cafe hits (overall traffic)	Quarterly - data visualization
	Website Analytics	#	Increase Hits to HACLA.org	Annual - likely as separate program report
		Name by Ranking (1) & % of total	Top 3 Page Hits: Dept/Page & the % of total ->	Annual - Likely part of separate report out
		Name by Ranking (2) & % of total	Top 3 Page Hits: Dept/Page & the % of total ->	Annual - Likely part of separate report out
		Name by Ranking (3) & % of total	Top 3 Page Hits: Dept/Page & the % of total ->	Annual - Likely part of separate report out
Intergov & Media Relations	Public Safety	#	CSP Crime Rate - Shots Fired - Avalon/Gonzaque	Quarterly
		#	CSP Crime Rate - Rape - Avalon/Gonzaque	Quarterly
		#	CSP Crime Rate - Homicide - Avalon/Gonzaque	Quarterly
		#	CSP Crime Rate - Burglery - Avalon/Gonzaque	Quarterly
		#	CSP Crime Rate - Grand Theft Auto - Avalon/Gonzaque	Quarterly
		#	CSP Crime Rate - Shots Fired - Imperial Gardens	Quarterly
		#	CSP Crime Rate - Rape - Imperial Gardens	Quarterly
		#	CSP Crime Rate - Homicide - Imperial Gardens	Quarterly
		#	CSP Crime Rate - Burglery - Imperial Gardens	Quarterly
		#	CSP Crime Rate - Grand Theft Auto - Imperial Gardens	Quarterly
		#	CSP Crime Rate - Shots Fired - Jordan Downs	Quarterly
		#	CSP Crime Rate - Rape - Jordan Downs	Quarterly
		#	CSP Crime Rate - Homicide - Jordan Downs	Quarterly
		#	CSP Crime Rate - Burglery - Jordan Downs	Quarterly
		#	CSP Crime Rate - Grand Theft Auto - Jordan Downs	Quarterly
		#	CSP Crime Rate - Shots Fired - Nickerson Gardens	Quarterly
		#	CSP Crime Rate - Rape - Nickerson Gardens	Quarterly
		#	CSP Crime Rate - Homicide - Nickerson Gardens	Quarterly
		#	CSP Crime Rate - Burglery - Nickerson Gardens	Quarterly
		#	CSP Crime Rate - Grand Theft Auto - Nickerson Gardens	Quarterly
	#	CSP Crime Rate - Shots Fired - Pueblo Del Rio	Quarterly	
	#	CSP Crime Rate - Rape - Pueblo Del Rio	Quarterly	
	#	CSP Crime Rate - Homicide - Pueblos Del Rio	Quarterly	
	#	CSP Crime Rate - Burglery - Pueblo Del Rio	Quarterly	
	#	CSP Crime Rate - Grand Theft Auto - Pueblo Del Rio	Quarterly	
	#	CSP Crime Rate - Shots Fired - Ramona Gardens	Quarterly	
	#	CSP Crime Rate - Rape - Ramona Gardens	Quarterly	
	#	CSP Crime Rate - Homicide - Ramona Gardens	Quarterly	
	#	CSP Crime Rate - Burglery - Ramona Gardens	Quarterly	
	#	CSP Crime Rate - Grand Theft Auto - Ramona Gardens	Quarterly	
	Resident Leadership	#	New and/or Existing Services Offered via RAC	Annual - part of separate report out
	HACLA Marketing/Brand	#	Increase in Twitter followers	Annual - likely as separate program report
		#	Increase of E-Blast Recipients during period	Annual - likely as separate program report
		#	HACLA events hosted	Annual - likely as separate program report
		#	Average Total Attendees at HACLA hosted events	Annual - likely as separate program report
#		Events HACLA supported (partner entity lead)	Annual - likely as separate program report	
#		Awards received	Annual - likely as separate program report	
Public Housing	Program Effectiveness	# Projects/% Completion/\$ Expended	Capital Projects Complete/Budget Expended	Annual - part of separate report out
		%	Occupancy Rate (% of total units in portfolio that are rented/leased up)	Annual - part of separate report out
	Customer Service	#\$	ADA/504 physical improvements/modifications -- number completed and type	Annual - part of separate report out
		%	Emergency Work Orders resolved in under 24 Hours	Annual - part of separate report out
		\$	Average household income by household size per site	Annual - part of separate report out
		%	Composition by Program - Age (0-5)	Annual - part of separate report out
		%	Composition by Program - Age (6-17)	Annual - part of separate report out
		%	Composition by Program - Age (18-25)	Annual - part of separate report out
		%	Composition by Program - Age (26-39)	Annual - part of separate report out
		%	Composition by Program - Age (40-50)	Annual - part of separate report out
		%	Composition by Program - Age (51-65)	Annual - part of separate report out
		%	Composition by Program - Age (66-79)	Annual - part of separate report out
		%	Composition by Program - Age (80+)	Annual - part of separate report out
		%	Composition by Program - Latino/a/x	Annual - part of separate report out
		%	Composition by Program - Black/African American	Annual - part of separate report out
		%	Composition by Program - Asian	Annual - part of separate report out
		%	Composition by Program - Native American	Annual - part of separate report out
		%	Composition by Program - White/Caucasian	Annual - part of separate report out
		%	Composition by Program - Native Hawaiian/Other Pacific Islander	Annual - part of separate report out

Resident Demographics	%	Composition by Program - Household size (1)	Annual - part of separate report out	
	%	Composition by Program - Household size (2)	Annual - part of separate report out	
	%	Composition by Program - Household size (3)	Annual - part of separate report out	
	%	Composition by Program - Household size (4)	Annual - part of separate report out	
	%	Composition by Program - Household size (5)	Annual - part of separate report out	
	%	Composition by Program - Household size (6+)	Annual - part of separate report out	
	%	Composition by Program - Household Income (less than \$29,000 per year)	Annual - part of separate report out	
	%	Composition by Program - Household Income (\$30,000 - \$59,999 per year)	Annual - part of separate report out	
	%	Composition by Program - Household Income (\$60,000 - \$79,999 per year)	Annual - part of separate report out	
	%	Composition by Program - Household Income (\$80,000 - \$99,999 per year)	Annual - part of separate report out	
	%	Composition by Program - Household Income (\$100,000 - \$149,999 per year)	Annual - part of separate report out	
	%	Composition by Program - Household Income (\$150,000+ per year)	Annual - part of separate report out	
	Section 8	%	SEMAP 1: Meets proper applicant selection requirements at 98% or higher for the HCV waiting list	Annual - part of separate report out
		%	SEMAP 2: Meets sound determination methodology requirements at 98% or higher for reasonable rent	Annual - part of separate report out
%		SEMAP 3: Meets annual determination of adjusted income verification and at least 90% accuracy rate	Annual - part of separate report out	
%		SEMAP 4: Meets tenant utility allowance procedures and up-to-date usage standards	Annual - part of separate report out	
%		SEMAP 5: Meets housing quality standard (HQS) inspections requirement of at least 250 units inspected	Annual - part of separate report out	
%		SEMAP 6: Life-threatening deficiencies corrected w/in 24 hrs for at least 98% of sampled inspections for HQS Enforcement	Annual - part of separate report out	
%		SEMAP 7: Expanding Housing Opportunities via Admin Plan policies to encourage landlord participation outside of poverty/minority concentration	Annual - part of separate report out	
%		SEMAP 8: Ensure Fair Market Rent Limit and Payment Standards within 90% - 110% and/or HUD standard range for high performer designation	Annual - part of separate report out	
%		SEMAP 9: Annual Re-examinations completed with less than 5% more than two months overdue	Annual - part of separate report out	
%		SEMAP 10: Meets correct tenant rent calculation with 98% or more accuracy	Annual - part of separate report out	
%		SEMAP 11: At least 98% of pre-contract HQS inspection completed and unit passes on or before beginning date of HAP contract and assisted lease	Annual - part of separate report out	
%		SEMAP 12: Maintain continuing HQS standards inspections with less than 5% of all HQS inspections overdue.	Annual - part of separate report out	
%		SEMAP 13: Maintain at least 98% cumulative unit utilization lease up rate or use of budget authority	Annual - part of separate report out	
%		SEMAP 14: Family Self Sufficiency - Enroll 80% or more of mandatory slots; Ensure at least 30% of FSS participants have an escrow account	Annual - part of separate report out	
\$		S8 Average Monthly Contract Rent - All Bedroom Sizes	Annual - part of separate report out	
\$		Average S8 Voucher Subsidy Per Unit Cost (Overall)	Annual - part of separate report out	
#		Annual Inspections Due	Annual - part of separate report out	
#		Annual Inspections Completed	Annual - part of separate report out	
#		Annual Inspections Delinquent	Annual - part of separate report out	
#		Annual Recertifications Due	Annual - part of separate report out	
#		Annual Recertifications Completed	Annual - part of separate report out	
#		Annual Recertifications Delinquent	Annual - part of separate report out	
%		Budget Utilization (HCV)	Annual - part of separate report out	
%		Budget Utilization (Continuum of Care)	Annual - part of separate report out	
Program Demographics		%	Composition by Program - Age (0-5)	Annual - part of separate report out
		%	Composition by Program - Age (6-17)	Annual - part of separate report out
		%	Composition by Program - Age (18-25)	Annual - part of separate report out
		%	Composition by Program - Age (26-39)	Annual - part of separate report out
		%	Composition by Program - Age (40-50)	Annual - part of separate report out
		%	Composition by Program - Age (51-65)	Annual - part of separate report out
		%	Composition by Program - Age (66-79)	Annual - part of separate report out
		%	Composition by Program - Age (80+)	Annual - part of separate report out
		%	Composition by Program - Latino/a/x	Annual - part of separate report out
		%	Composition by Program - Black/African American	Annual - part of separate report out
	%	Composition by Program - Asian	Annual - part of separate report out	
	%	Composition by Program - Native American	Annual - part of separate report out	
	%	Composition by Program - White/Caucasian	Annual - part of separate report out	
	%	Composition by Program - Native Hawaiian/Other Pacific Islander	Annual - part of separate report out	
	%	Composition by Program - Household size (1)	Annual - part of separate report out	
	%	Composition by Program - Household size (2)	Annual - part of separate report out	
	%	Composition by Program - Household size (3)	Annual - part of separate report out	
	%	Composition by Program - Household size (4)	Annual - part of separate report out	
	%	Composition by Program - Household size (5)	Annual - part of separate report out	
	%	Composition by Program - Household size (6+)	Annual - part of separate report out	
%	Composition by Program - Household Income (less than \$29,000 per year)	Annual - part of separate report out		

		%	Composition by Program - Household Income (\$30,000 - \$59,999 per year)	Annual - part of separate report out
		%	Composition by Program - Household Income (\$60,000 - \$79,999 per year)	Annual - part of separate report out
		%	Composition by Program - Household Income (\$80,000 - \$99,999 per year)	Annual - part of separate report out
		%	Composition by Program - Household Income (\$100,000 - \$149,999 per year)	Annual - part of separate report out
		%	Composition by Program - Household Income (\$150,000+ per year)	Annual - part of separate report out
	Customer Service	Yes/No	On Track to Achieve High Performer on SEMAP	Annual - part of separate report out
Strategic Initiatives	Scholarships	\$	Awarded	Annual - part of separate report out
		#	Total Recipients	Annual - part of separate report out
		%	Graduating or continue to next year of college	Annual - part of separate report out
		#	Total Applicants	Annual - part of separate report out
	Grants & Studies	narrative/data	Grant Update: TCC	Annual - part of separate report out
		narrative/data	Study Update: USC Longitudinal Health Study	Annual - part of separate report out
	Workforce Development	#	Total supportive services enrollment	Annual - part of separate report out
		\$	Average Wage Per Placement	Annual - part of separate report out
		#	Credential Received	Annual - part of separate report out
		#	Veterans enrolled	Annual - part of separate report out
		#	Veterans touched	Annual - part of separate report out
		#	Veterans enrolled	Annual - part of separate report out
		#	Dislocated Workers Enrolled	Annual - part of separate report out
		#	LARCA Workers Enrolled	Annual - part of separate report out
		#	Re-Entry Workers Enrolled	Annual - part of separate report out
		#	Disabled Workers Enrolled	Annual - part of separate report out
		#	Homeless served	Annual - part of separate report out
		\$	Average Dollars Expended per Enrolled Participant	Annual - part of separate report out
	#	Training Completed	Annual - part of separate report out	
	Early Childhood Education	#	Residents (age 0-5) enrolled in HeadStart programs (14 sites)	Annual - part of separate report out
#		Total HeadStart Slots Available (14 sites)	Annual - part of separate report out	
Youth Programming	#	Resident youth participating in Boys & Girls Club After School Programs (7 sites)	Annual - part of separate report out	
	#	Boys & Girls Club Slots Available (7 sites)	Annual - part of separate report out	