



**TO:** HACLA Board of Commissioners  
**FROM:** Jenny Scanlin <sup>JS</sup> Chief Strategic Development Officer  
**THROUGH:** Douglas Guthrie, President & CEO <sup>Douglas Guthrie</sup>  
**DATE:** December 16, 2021  
**SUBJECT:** ***Build Hope Strategic Plan Update: FY2021, Quarters 1, 2 and 3 Update & Data Visualization***

This memo reflects progress captured from January through September 2021 and is a continuation of the indicator tracking component for customer service, program effectiveness, homelessness, and 2021 key focus areas (e.g. funding diversification, strategic partnerships) that are closely aligned with implementing our 25-year vision plan.



**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.

## KEY FINDINGS

Within our **Customer Service** indicators, *work order fulfillment* times continue to be integral toward ensuring quality property management in both our Asset Management and Public Housing portfolios. Both teams have maintained 90%+ completion rates through third quarter 2021 with a notable 128% completion rate in public housing during the second quarter. There are many factors that can impact the ability to close requests within the same period submitted, with the greatest challenge in timing arising from supply chain issues and specialized expertise requiring competitive bidding for procurement. This is one of the reasons looking at the *time in days to complete work orders* (1.8 days in Asset Management; 4.08 days in Public Housing) and reviewing quarterly response rates against HUD's measurement *% of emergency work orders completed within 24 hours* are additional indicators that determine true responsiveness. For this latter metric, Public Housing has well exceeded their 96% completion rate target for emergency work orders – continuing their 2020 winning streak and again averaging 100% from January through September 2021.

Another contributing indicator in customer service in our housing programs is the time it takes to *turnaround a vacant unit*. In our Public Housing portfolio, the completion rate increased significantly from 49 to 89 days, while Asset Management also saw a 10% spike in their unit turn-around time (from 85 to 94 days), which also represents a 38% increase over the lowest time recorded (58.8 days) since we first started tracking this metric. As with work

## Housing Authority of the City of Los Angeles

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orders, there are many factors that impact unit turn-around time from the degree of maintenance needed and/or implementing planned upgrades and improvements that require more time to complete.

When it comes to the top requests, over all three quarters the top requests remained the same for each housing portfolio. Plumbing, was the number one request for both Public Housing and Asset Management portfolios for all of 2020. In comparison, while plumbing remained the number one request in Public Housing quarter over quarter in 2021, it was edged out by general maintenance requests in the Asset Management portfolio for all three quarters. Based on the age of buildings in each portfolio (with Asset Management properties averaging significantly newer), it is not unusual that general maintenance would top plumbing within Asset Management and that larger, often systemic issues like plumbing tend to be a higher recurring issue in our older Public Housing buildings.

Turning attention over to web-based supportive services, we saw a steady increase in registrations for the *RentCafé* resident portal and numbers of online payments made throughout 2021. In Asset Management, the combined quarterly average in 2021 is exactly pacing the 2020 annual average of 82 new registered users. We also uncovered a tabulation error in the online payments received category which reduced the 2020 Asset Management average down to a 23% overall and shows a current rate at 26% for third quarter 2021. Public Housing also increased their *RentCafé* registrations to reach a new high of 813 registered users (12% over 4<sup>th</sup> quarter 2020's total of 710) and increased online payments as of third quarter 2021 to 10.6% (an 11% increase over 4<sup>th</sup> quarter 2020's 9.49% total.) In review of payment methods used by public housing residents, the WIPS retail card payment and the electronic fund transfer option continue being used in greatest numbers (63% combined) with checks and money orders trailing at a 10.54% usage rate in the third quarter. We continue to promote WIPS and e-fund transfers as these methods result in fewer fees incurred by our residents and are recorded more promptly than conventional mailed payments thus helping to minimize late fees as well.

Our *Human Resources* metrics continue to track the *internal training and promotion strategies* to expand HACLA's talent pool and create positive career opportunities. Through third quarter 2021, we filled 223 vacancies, which is 18% over the grand total of 183 vacancies filled in 2020. The Leadership program also remains a steady support in staff advancement with a combined 20% of promotions awarded to current or past program participants. *Training* in 2021 has also experienced a 32% increase over our 2020 participation totals of 1,067 participants with 1,566 unique users participating in the 60 training opportunities through third quarter. Line staff are currently more than four times more likely to attend training than their manager/supervisor counterparts, and the top trainings were Harassment Prevention in first quarter, Safety Training in second quarter, and COVID Prevention in the third quarter.

The number of *Help Requests* received by our Information Technology (IT) team showed a steady increase quarter over quarter and all three of the top requests during this period continued to relate to remote access to our systems as part of ongoing teleworking by staff. The ticket completion rate also continues to be higher than the ticket open rate by roughly 5% each quarter. This carry over is attributed to requests that require additional resources/approvals to complete and the general demands of overseeing the growth and maturity of our telework environment.

Within the **Program Effectiveness** category, the number of *individuals housed* again saw minor fluctuations, with the most significant change being the 56% drop in the overall number of households on the waitlist in Public Housing due to a waitlist update that removed applicants who were nonresponsive when asked if they wanted to remain on the list. In Public Housing, the combination of total number of vacancies, bedroom sizes of units

available and the corresponding waitlist for each bedroom size can greatly impact length of time households remain on the list (with four and five bedroom units having the shortest wait), while in Asset Management it also depends on the housing program the property falls within.

In review of our *workforce* data, overall placements and wages favored males throughout 2021 with women only representing 33% of all placements through September and receiving a combined quarterly average of 44% less in hourly wages than their male counterparts. Women in construction also is trending down and while staff have been offering enrollment sessions and training supports, the combination of physical qualifications, training requirements, and deeper childcare needs (which includes a strong desire for location stability/short commute, and the need for a more flexible work schedule) are the major factors that lead women to choose retail positions over the higher paying and shorter duration of construction jobs.

With a full year of **Community Safety Partnership (CSP)** crime statistics, we can begin comparisons to our 2020 baseline and utilize the supportive tools developed through the new bureau model with targeted approaches focused on public safety, community engagement, wrap around programming, enhanced community capacity, and safe passages. The most significant uptick in our numbers is the homicide rate (7 deaths) at Nickerson in 2021 over the grand total four homicides in 2020. As was shared in the presentation by Deputy Chief Emada Tingirides and Police Administrator Joel Lopez of the LAPD's Community Safety Partnership Bureau's at their September update to this Board, the increase is due to retaliatory actions between rival gangs and the more general uptick in crime over recent months.

In our **Homelessness** support numbers, the most significant change is the addition of 3,365 Emergency Housing Vouchers in July 2021 which took our *Grand Total Vouchers Available (meaning all Homeless Vouchers that have been committed for program use)* in Section 8 during the third quarter to 26,134. Currently, HUD Homeless Waitlist Limited Preference has utilized 96.5% of the 4,111 vouchers in this pool and the HUD-VASH or veteran vouchers is trending at 58.4% of the total 4,615 vouchers in that pool and whose utilization numbers are significantly impacted by applicant referral timing from the Veterans Affairs Office. In review of *Total Leases Signed*, Section 8 has been more successful in 2021, trending 5% higher for the first three quarters of 2021 over the 2020 rate (2021 = 1989 vs. 2020 = 1900.)

Within the **2021 Focus Area** indicators and *Funding Diversification* category, through September 2021 HACLA received 19 new competitive grant awards totaling \$11.8M. Due in large part to Health Fairs and COVID-19 vaccination events, our strategic partnerships in the Health sector were increased/expanded by 24 providers, which is eleven times more than the 2 partners gained in all of 2020.

#### **NEXT STEPS**

In 2022 (Year Five of our 25-year vision plan), the Agency-wide Data & Metrics unit will further evaluate our existing People, Place and Pathways strategies and supportive actions and develop recommendations to refine or remove the strategies that no longer serve our desired outcomes, build an action framework for those that are ready to get started and/or need acceleration, and hone in on the Year Five focus areas we would like to target in 2022 and beyond. We anticipate this analysis will lead to a Board workshop by the end of 2022 to help ensure our strategic path forward aligns with the Board's priorities.

#### Attachment

1. Build Hope Q1-Q3 2021 Data Visualization

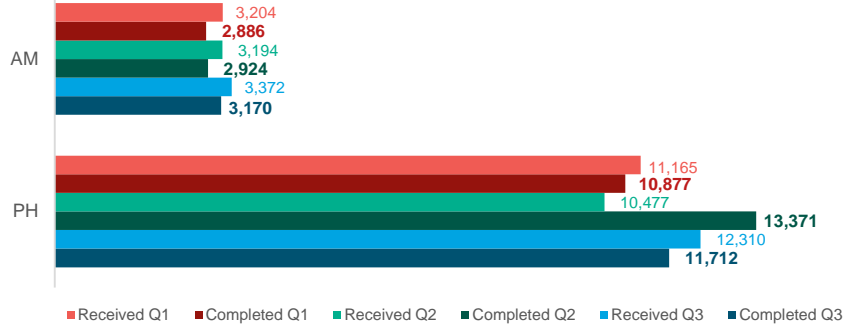
## 2021 Year in Numbers: 1<sup>st</sup>, 2<sup>nd</sup>, & 3<sup>rd</sup> Quarter Update



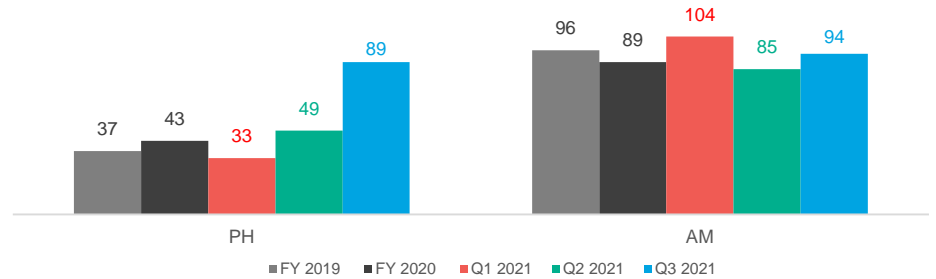


# Customer Service

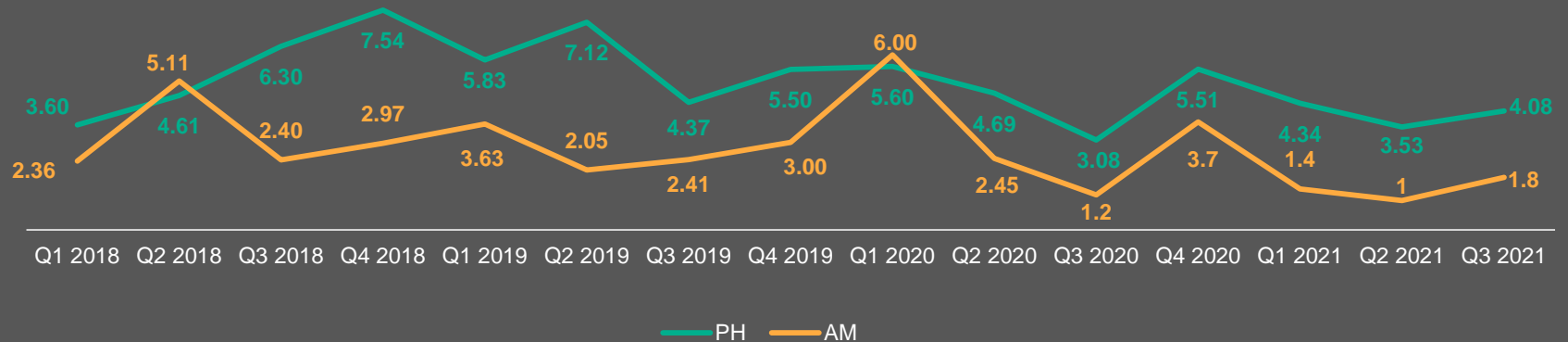
### Total Work Orders Received vs. Completed



### Average Vacant Unit Turn Around (Lease-Up Rate in Days)



### Average Time (Days) to Complete Work Orders (Excludes Make-Readys/Turnovers)



## Top 3 Maintenance Requests

(same request type results quarter over quarter):

### Asset Management

- 1. General Maintenance**  
Q1 = 29%; Q2 = 29%; Q3 = 37%
- 2. Plumbing**  
Q1 = 23%; Q2 = 21%; Q3 = 22%
- 3. Electrical**  
Q1 = 13%; Q2 = 11%; Q3 = 10%

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### Public Housing

- 1. Plumbing**  
Q1 = 48%; Q2 = 49%; Q3 = 44%
- 2. General Maintenance**  
Q1 = 13%; Q2 = 16%; Q3 = 17%
- 3. Appliances**  
Q1 = 11%; Q2 = 9%; Q3 = 8%



	*FY 2020	Q1 2021	Q2 2021	Q3 2021
RentCafe Resident Portal Registration in <b>PH</b> (total):	633	748	781	813
RentCafe Resident Portal Registration in <b>AM</b> (total):	1,542	1,741	1,791	1,872
New RentCafe Resident Users in <b>PH</b> (new registered minus program departures):	64	46	48	47
New RentCafe Resident Users in <b>AM</b> (new registered minus program departures):	82	117	50	81



### S8 Landlords Registered in Partner Portal (total)

*FY 2020	13,218
Q1 2021	13,300
Q2 2021	13,322
Q3 2021	13,382

### S8 Landlords Registered in Partner Portal (new registrations minus program departures)

*FY 2020	138
Q1 2021	165
Q2 2021	166
Q3 2021	176

### S8 Landlords Actively Using Partner Portal (during quarter)

*FY 2020	1,622
Q1 2021	1,440
Q2 2021	581
Q3 2021	1,115

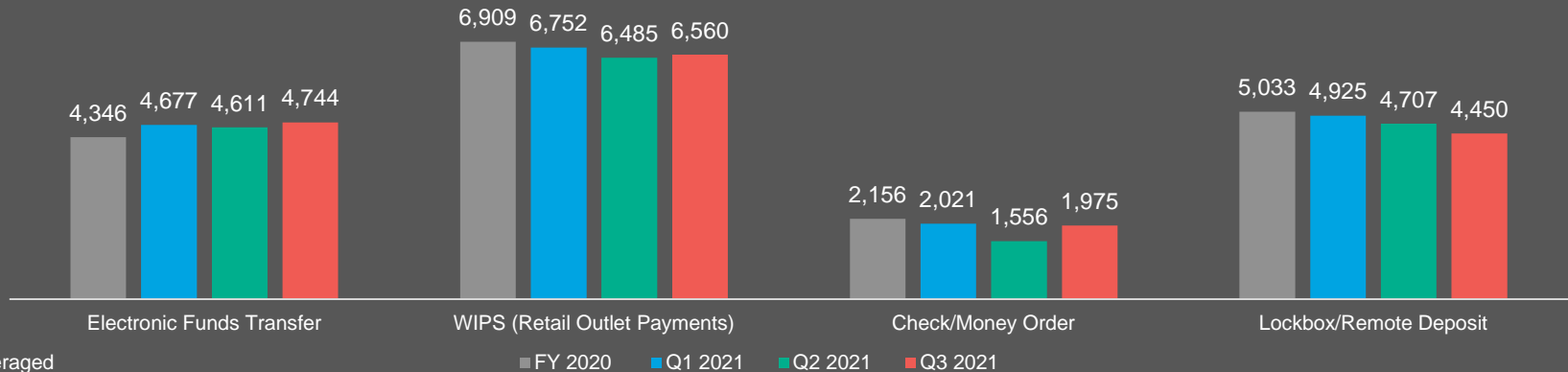
\* = averaged



	*FY 2020	Q1 2021	Q2 2021	Q3 2021
Online Payments Made Total in <b>PH</b>	8.7%	9.8%	10.7%	10.6%
Online Payments Made Total in <b>AM</b>	23%	23%	25%	26%
Online Work Orders Made Total in <b>PH</b>	3.5%	4.6%	4.7%	5.3%
Online Work Orders Made Total in <b>AM</b>	3%	3.5%	3%	3%



## Public Housing Resident Payment Types Received



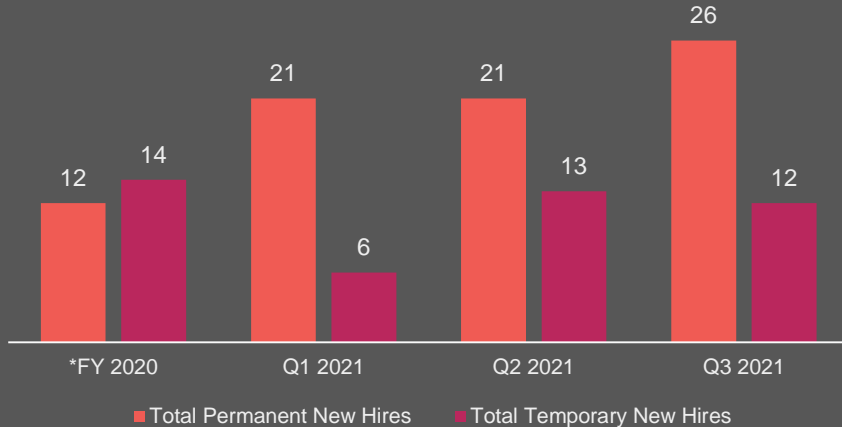
\* /FY = averaged

	<b>^FY 2020</b>	<b>Q1 2021</b>	<b>Q2 2021</b>	<b>Q3 2021</b>
Total Vacancies Filled	183	80	61	82
Vacancies Filled via Promotion	42%	66%	44%	53%

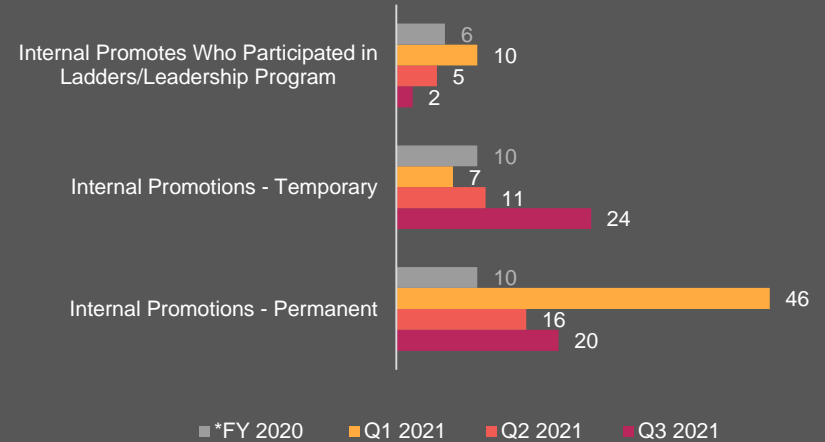


^ = grand total; \* = averaged

## New Hires



## Promotions



**Total Participating in HACLA Delivered Training**

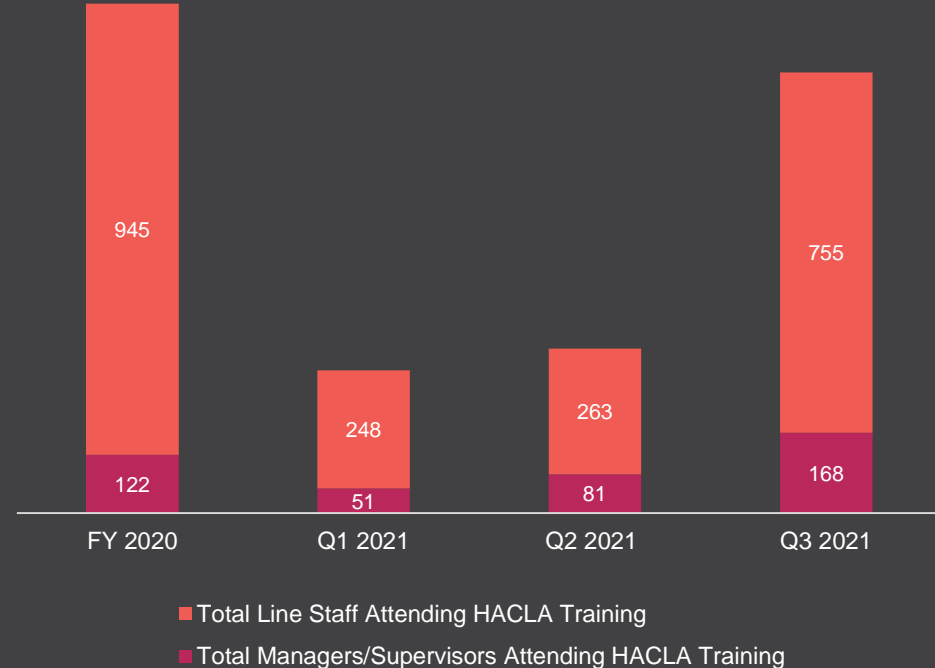
**FY 2020 – 1,067**  
 Q1 2021 – 299  
 Q2 2021 – 344  
 Q3 2021 – 923

**Total Participating in Vendor/Online Training**

**FY 2020 – 95**  
 Q1 2021 – 31  
 Q2 2021 – 12  
 Q3 2021 – 17

**Top 3 Trainings Attended by Staff**

- 01 Q1 - Harassment Prevention  
Q2 - Fair Housing  
Q3 - Contact Center Curriculum
- 02 Q1 - Safety Training  
Q2 - Harassment Prevention  
Q3 - Online Webinars - Various
- 03 Q1 - COVID-19 Prevention  
Q2 - Harassment Prevention  
Q3 - Online Webinars - Various




 Total Number of IT HELP Desk **REQUESTS**

*FY 2020	3,234
Q1 2021	2,997
Q2 2021	3,508
Q3 2021	3,856


 Total Number of IT HELP Desk Requests **RESOLVED**

*FY 2020	3,892
Q1 2021	2,840
Q2 2021	3,340
Q3 2021	3,635

### Top 3 Reasons HELP Desk Requests ([same](#) request type results quarter over quarter):

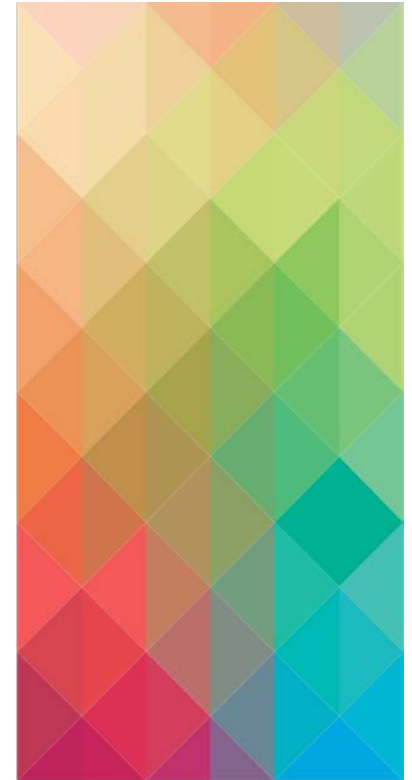
- 1. Install, Move, Add, Change**  
Q1 = 37%; Q2 = 41%; Q3 = 40%
- 2. Application Support – Virtual Desktop**  
Q1 = 16%; Q2 = 14%; Q3 = 15%
- 3. Application Support – Elite/Yardi**  
Q1 = 2%; Q2 = 6%; Q3 = 5%

### Total Number Viruses **DETECTED**

Q1 – 286,430  
Q2 – 298,156  
Q3 – 321,847

### Total Number Cyber-Incidents **DETECTED & ADDRESSED**

Q1 – 34 (100%)  
Q2 – 39 (100%)  
Q3 – 40 (100%)



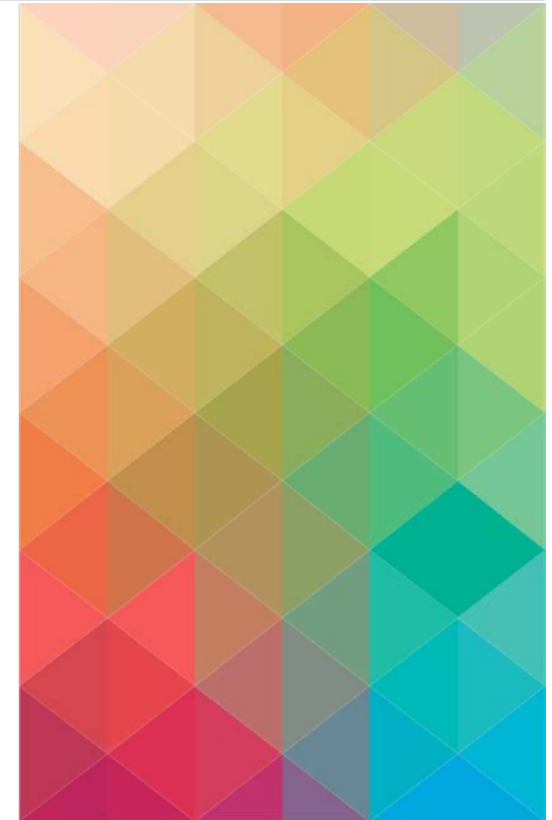
\* = averaged



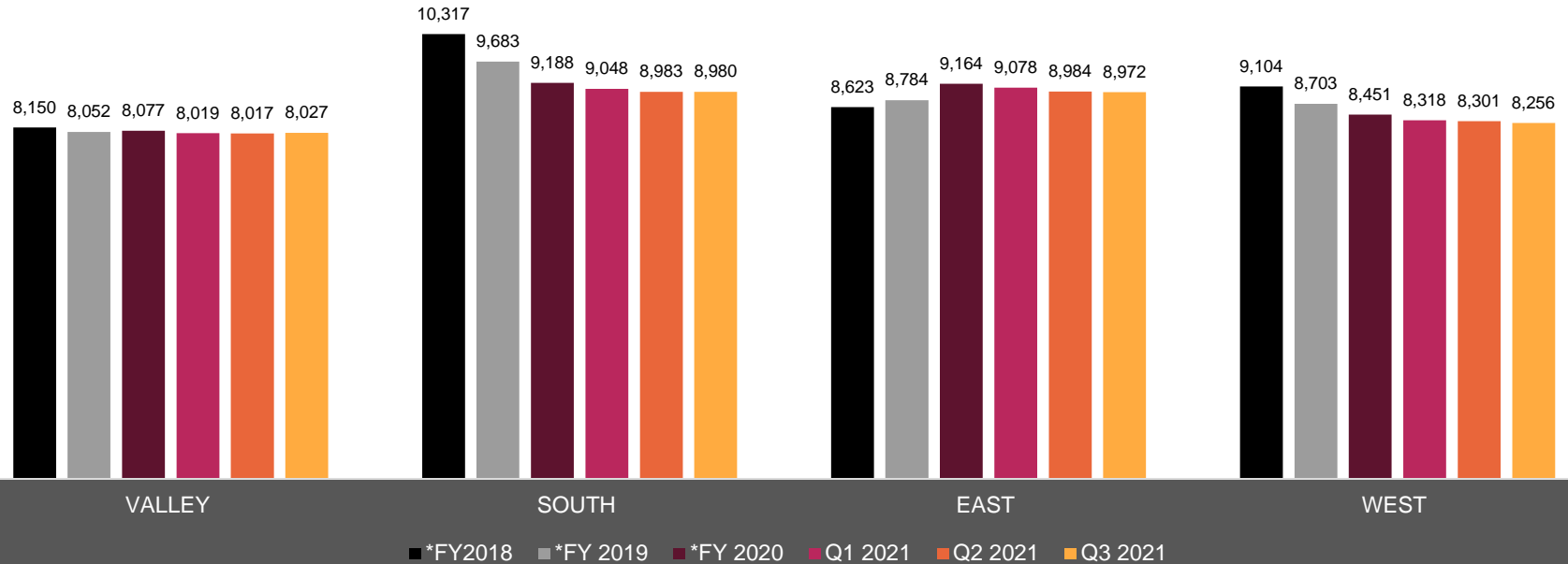
# Program Effectiveness

	*FY 2020	Q1 2021	Q2 2021	Q3 2021
Total Individuals Housed in <b>PH</b> (excludes mixed finance PH sites under AM)	18,634	18,151	18,121	18,010
Total Individuals Housed in <b>AM</b>	4,830	5,044	5,021	5,081
Total Individuals Housed via <b>S8</b> Department Services (Overall Total)	93,412	92,382	92,641	92,546
Total Contracts in Service via <b>S8</b> Department (Overall Total)	49,205	49,053	49,164	49,175
Total Households on Waitlist in <b>PH</b>	63,953	71,003	73,710	32,637
Total On Waitlist in <b>AM</b> (Project Based Properties)	8,684	7,986	8,602	8,219
Total On Waitlist in <b>S8</b>	11,311	9,478	6,497	5,897
Of those housed in the quarter (Time in Years):				
Average Time on Waitlist in <b>PH</b>	7.1	5.7	7.6	5.3
Average Time on Waitlist in <b>AM</b> (Project Based Properties)	7.0	5.6	6.7	7.2

\* = averaged



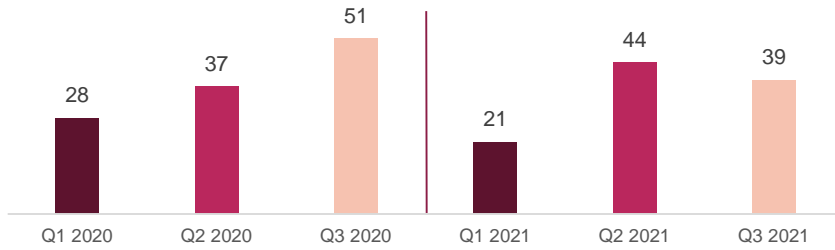
## Tenant Based Vouchers - Total Units in S8 By Geography



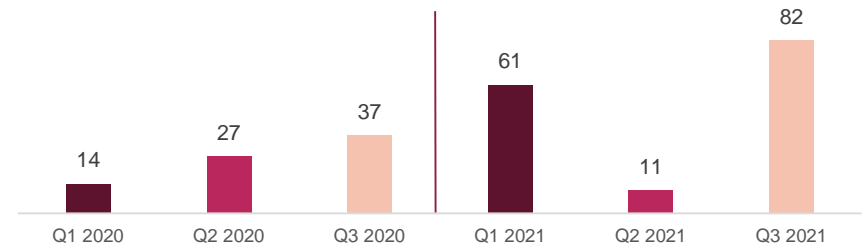
\* = averaged



## General Workforce Placements Overall (WLAWSC)



## Participating in Vocational Training (via Contract)

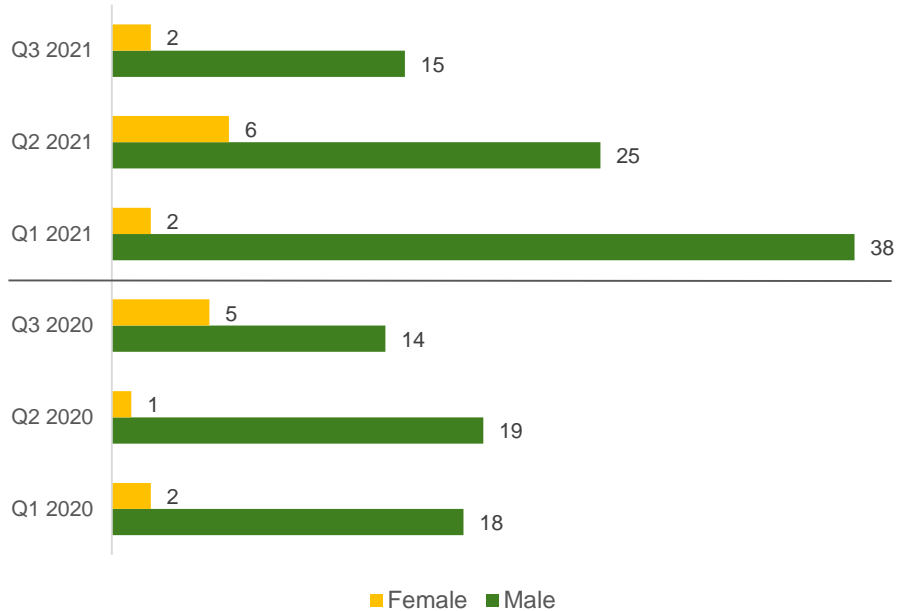


	FY 2020	2021 Q1	Q2	Q3
Section 3 - Employment Placements Overall	281	60	47	31
Section 3 - Employment Placements All - Male	154	43	31	18
Section 3 - Employment Placements All - Female	127	17	16	13
Section 3 - Employment Placements All - Average Wages Male	\$26.65	\$36.34	\$36.64	\$37.80
Section 3 - Employment Placements All - Average Wages Female	\$18.46	\$17.68	\$26.04	\$18.20
Section 3 - Priority 1 Placements Overall	<u>74</u>	<u>25</u>	<u>23</u>	<u>9</u>
Section 3 - Priority 1 Placements Male	28	13	15	3
Section 3 - Priority 1 Placements Female	46	12	8	6

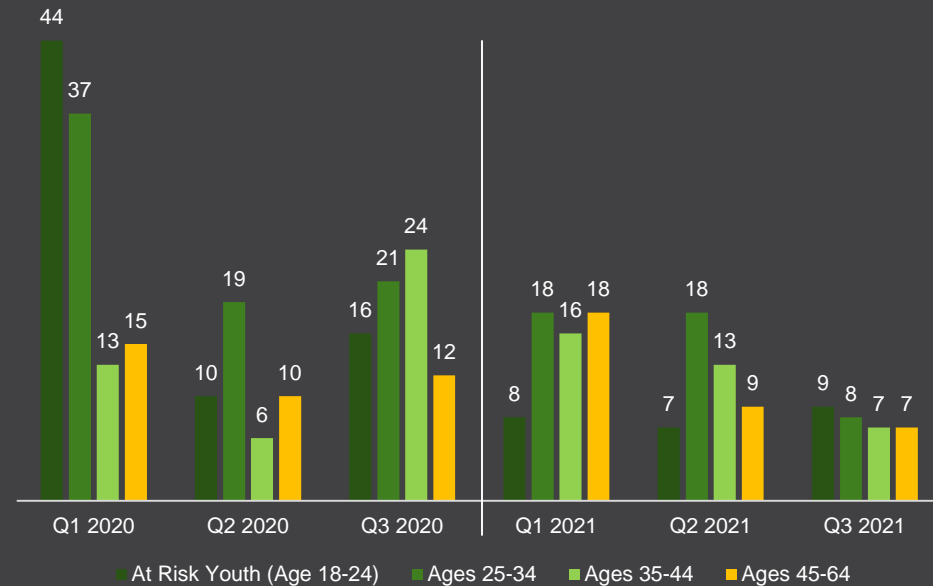




### Construction Placements by Gender



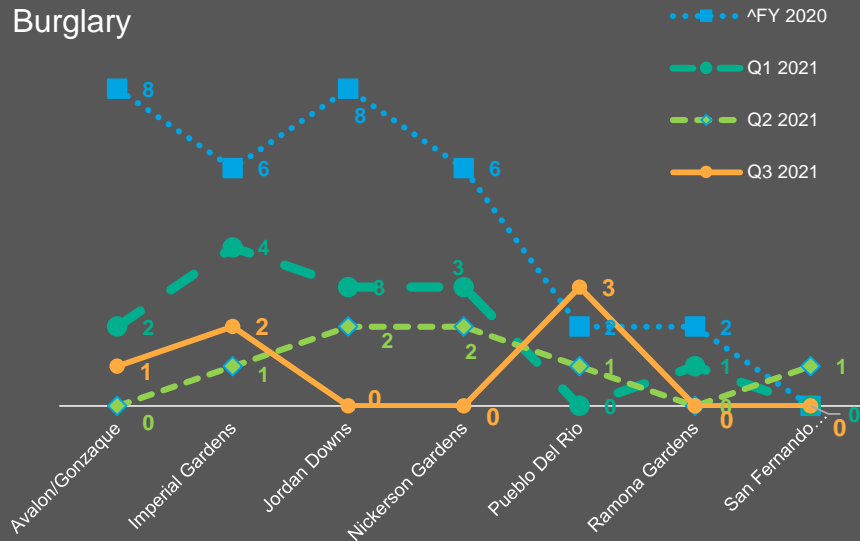
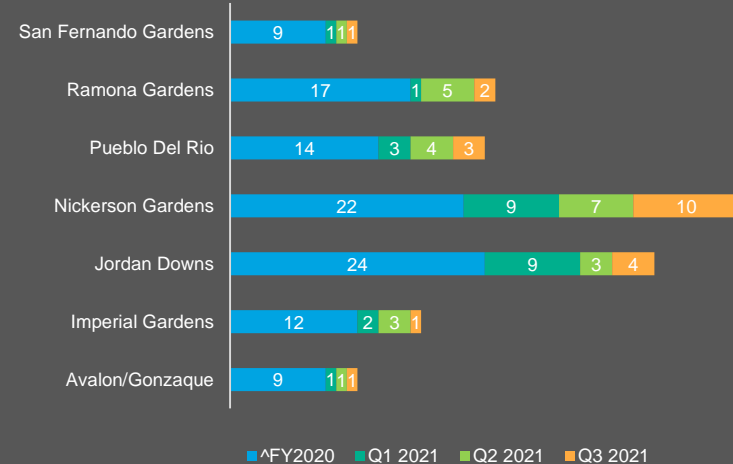
### Section 3 Employment Placements By Age



**BASELINE Crime Stats**

	^FY 2020	Q1 2021	Q2 2021	Q3 2021
<b>Shots Fired</b>	67	18	17	24
<b>Homicide</b>	4	0	6	3
<b>Rape</b>	4	1	1	1

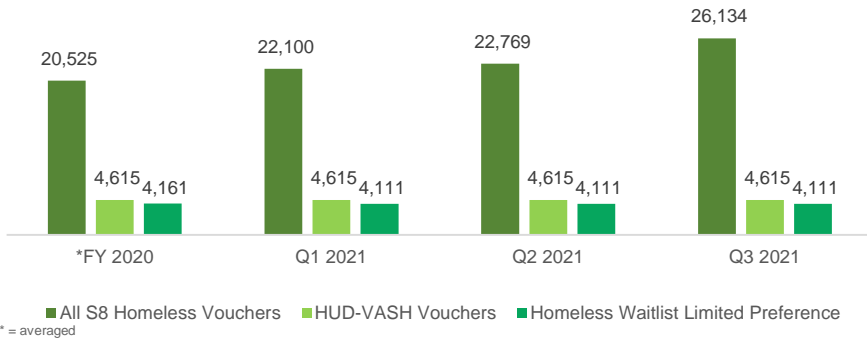
^ = grand total

**Burglary**

**Grand Theft Auto**


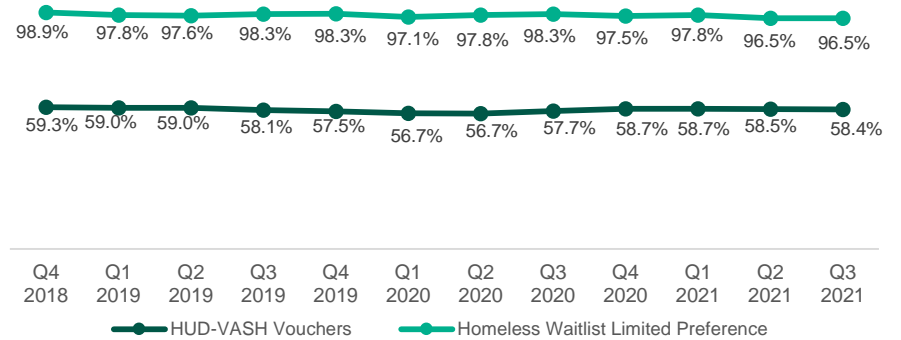


# Homelessness

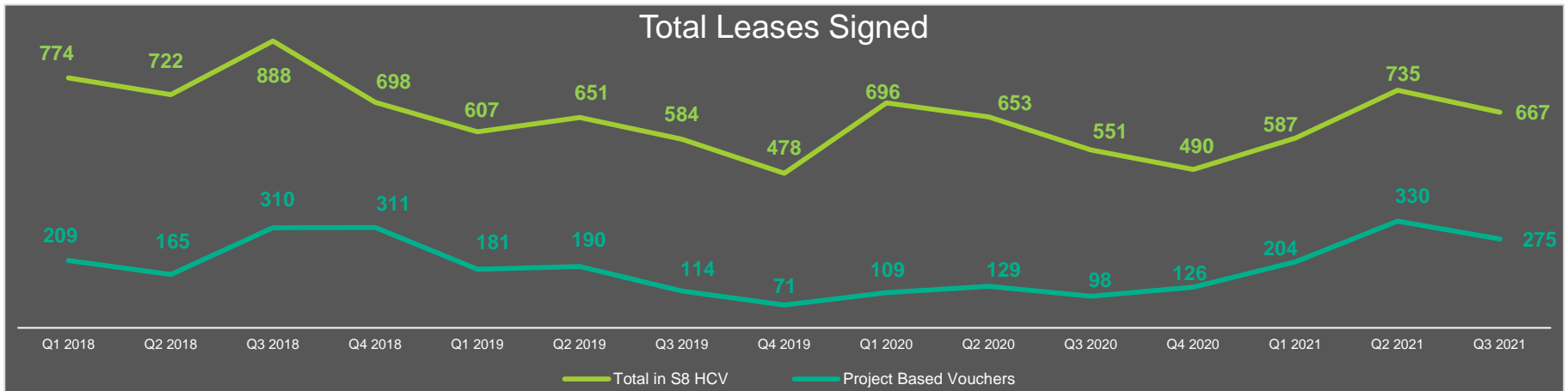
### Total Vouchers Committed to Homelessness



### Utilization % for Homeless Voucher Programs



### Total Leases Signed





## 2021 Focus Areas

(2020 Indicators & Data)

2020 Grand Total: \$219.9M

2021 Year to Date: \$11.8M

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>
New Grants Awarded (#)	-	9	10
New Funding Committed (\$)	-	\$10.1M	\$1.7M



**Q2:** *Clean Mobility Options (2); Ballmer Group; Lead-Based Paint Capital Fund Program; Capital Fund Emergency Safety and Security Grant; Prop K; WOIA Adult & Dislocated Worker; LA County Youth At Work; Hire LA Youth*

**Q3:** *LA County Probation; Wells Fargo Foundation (Homekey Accelerator Grant (= match funds); WIOA Adult & Dislocated Worker (additional); EWDD LA Community Care Corp Grant Phase II; EPA State Environmental Justice Cooperative; EWDD Community Development Block Grant (Childcare support, employment training); Community Coordinator Grant (4)*

## Strategic Partnerships Developed/Expanded (End of 2020 Total: 123)

2021:	Q1	Q2	Q3
	-	10	29

