This report will provide the strategic results for Year Three and Year Four of the implementation schedule and discuss the Year Five (2022) assessment/process for potential refinement of existing actions, metrics and outcome relationships to best meet current agency realities and needs.

**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.

**BEHIND THE SCENES IN YEAR THREE (2020) & YEAR FOUR (2021): BEYOND BUSINESS CONTINUITY**

By the end of Year Four, vision plan alignment at all levels of the agency have been fully incorporated into regular operations from setting budget allocation priorities, evaluating fund-raising and partnership opportunities, setting business unit goals, and moving the agency as well as our residents, clients and program participants beyond the state of emergency brought on by the pandemic.

In both Year Three and Four of vision plan implementation, we continued the concerted focus on internal PATHWAYS-centric integration through staffing/team reorganization and by developing agency-wide process improvements that lay the groundwork for additional projects to be initiated in the near thru mid-term of the vision plan timeline. A prime example of this type of effort is our new Customer Contact Center business unit. From purchase/installation of the phone system, restructuring business unit teams, adding staff and conducting training as part of implementation, this project has been a multi-year effort requiring a methodical approach to completion. The team is now in final stages of hiring and onboarding. Behind-the-scenes the data leads are assessing the initial array of business intelligence stats generated through the system to finalize the index of metrics and milestones that will be utilized to gauge customer service responsiveness and guide ongoing operations.

Here are some notable highlights specifically associated with each of the three visioning modules:
People
Of the 63 strategic actions currently housed with the People framework, by the end of Year Four 48% (30) are now in progress and 36% (23) are complete. This includes movement on eight of the ten total mid-term strategic actions and six of the eight total long-term actions. This total represents a 4% increase over the 51 total actions in progress/complete in 2020 and 34% increase over the 35 total in 2019.

In Year Four we had several milestone achievements for our resident focused strategies:

- We set a new record high for scholarships: 102 awards totaling $134,250 (3.5 times more than the 29 awarded in Year Three)
- 329 jobs created in 2021 with wages averaging $28.93 (15% more than the 281 jobs created and 23% more in wages than $22.31 was achieved in Year Three)
- 1,036,500 meals were provided to our residents, and $90,000 in gift cards were employed to help families with food insecurity (represents 93% more than the 77,000 meals delivered in Year Three)
- Diverted 365,238 pounds of food earmarked for landfills and distributed more than 300,000 pounds of rescued produce to more than 5,000 Watts based families and 70 organizations through the Transformative Climate Communities grant (this represents a 20% increase over 293,480 pounds diverted and 4% increase over the $289,280 pounds of produce distributed during Year Two)
- Awarded 2 grants totaling $1.9M to through CalStart’s Clean Mobility Options program. The first with HACLA as lead to develop EV car share program for Section 8 population with partner Green Commuter and install EV infrastructure near our 2600 headquarters building (and represents our first transportation award specifically for Section 8 clients.) The second award is as supportive partner for a car share opportunity at Rancho San Pedro with partner/grant lead Los Angeles Clean-tech Incubator.

Place
Of the 46 strategic actions currently housed with the Place framework, by the end of Year Four 43% (20) are now in progress and 34% (16) are complete. This total represents a 20% increase over the 29 total actions in progress/complete in 2020 and is net neutral over the 36 total that were advanced in 2019, yet equates to a 93% increase in total completions.

In Year Four we had several notable achievements for our housing and real property focused strategies:

- Well exceeded our goal of committing 5,000 Project Based Vouchers (PBV) in 5 Years (As of Year Four we are 33% over goal with 7,457 PBV now committed.)
- Entered into a new contract with the City to respond to Homekey 2.0 solicitation from the State of California and began negotiating purchase agreements with various owners as part of the applications process.
- The new RFQ under the recently approved Solicitations Policy has already led to 2 active partnerships with Related Company to pursue projects with RAD.
- 181 PBV units were awarded for public housing redevelopment at Jordan Downs (this represents a 5% increase over 172 PBV units awarded in Year Three)
- 621 new landlord registrations in the Landlord portal (represents an 11% increase over the 553 new registrations recorded in Year Three.)

Pathways
Of the 43 strategic actions currently housed with the Pathways framework, by the end of Year Four 28% (12) are now in progress and a total of 51% (22) are now complete. This total represents a 15% increase over the 29 total
actions in progress/complete in 2020 and 3% increase over the 33 total that were advanced in 2019.

In Year Four we had several notable achievements for our internally focused strategies:

- 4 Real Estate development projects were furthered for a total of $116M: Union Portfolio Project ($11.2M multifamily housing revenue bonds), Pueblo Del Sol Phase II ($25M conduit bonds), Rose Hill Courts Phase I ($37.35M in conduit bonds), and Jordan Downs Phase S2 ($42.78M in conduit bonds.) HACLA also developed a $100M revolving line of credit.
- Online portals were implemented for both Public Housing and S8. Families can now fill out electronic forms, upload critical documents for eligibility and receive notifications about the process.
- 3 teams underwent restructure or centralization efforts: Finance created a new Business Analyst to support creation of a fifth budget unit (splitting one functional area covering development services into two -- so our workforce grants are separately supported.) Asset Management took over Public Housing printing jobs in 2021 and printed/processed over 4M pieces paper agency-wide (mailing and/or print projects). AM also assisted the Housing Services department by timely mailing over 12,000 rent/gas statements monthly (starting in August) to public housing residents. IT added 2 positions (Assistant Director and Business Systems Analyst) to support the implementation of enhanced resident connectivity options and the remote work environment for staff.
- Filled 23 permanent supervisory/management vacancies, of which 22 (or 95%) were internal candidate promotions. This represents a significant improvement over 2020 where 21 of 27 supervisory positions (or 78%) were filled by internal candidates
- HACLA sponsored 73 training activities (25% increase over 55 convened 2019) attended by a combined 2,319 participants representing 105 different job classifications. (This represents a 28% increase over 1,671 attendees in 2019.)

For a more robust view of the progress made in Year Three and Year Four, we have attached the framework showing progress for each individual strategic action taken in 2020 and 2021 (see VP Year 3-4 Near Term Deliverables – Framework Detail.)

**METRICS FRAMEWORK: THIRD PARTY EVALUATION & YEAR FIVE REASSESSMENT**

In 2020, we engaged the University of Southern California Sol Price School of Public Policy (USC) as part of a Policy Analysis Practicum for third party evaluation of our 25-year vision plan as a client in a graduate level capstone project. For this effort, graduate students assessed our strategic framework through the following research questions:

- Does each metric match the corresponding action and can it be attributable to the stated action?
- Are the stated metrics the best measurement to attain the desired strategic outcomes?
- Do the methods employed to measure project toward outcomes need improvement?
- Is HACLA analyzing the right data points?
- Are suitable collection methods being employed?
- What organizational tools would improve tracking and analyzing data?

Over the course of the 2020-21 school year, the four-person student research unit (Zachary Weisenburger, Jordy Coutin, Mingxin Zhan, and Runyu Hong) employed documentary analysis methods and expert interviews to answer the questions and developed a metric evaluation score based on available data. There were instances where literature was not always available, and they made special notations to support HACLA’s further evaluation.
Overall, they observed the following:

**People**
- 99% of the strategic actions and metrics were well correlated
- 40% of stated metrics and outcomes were recommended for further review and tightening (and they noted this tally was impacted by limitations in supportive literature so it may in fact be lower upon further exploration by HACLA.)

**Place**
- 100% of the strategic actions and metrics were well correlated
- 7% of stated metrics and outcomes were recommended for further review and tightening

**Pathways**
- 88% of the strategic actions and metrics were well correlated
- 45% of stated metrics and outcomes were recommended for further review and tightening (and they noted again this tally was impacted by limitations in supportive literature so it may in fact be lower upon further exploration by HACLA.)

Their conclusion: “Overall, the student research team viewed HACLA’s Build HOPE plan as an effective and robust strategic approach to improving resident outcomes and organizational functionality. Common themes for improvement across the three sections included: improved causal inference, directly measuring outcomes instead of only measuring the metrics, and suggestions for the inclusion of other indicators. By making slight improvements and updates to its vision plan, HACLA can refine its approach to serving the Los Angeles community and continue to be a leader and innovator in the public housing sector.”

**NEXT STEPS**
Since the USC report was submitted in May 2021, HACLA’s agency-wide data and metrics unit has been further assessing the findings and are beginning to develop the plan forward for 2022 reassessment of the relationships between our strategies, actions, metrics, and outcomes. We plan to return to the board, likely in fall of this year to present our recommended revisions to the strategic framework for vision plan Year Five thru Year Ten.

In May 2022, we plan to continue where we left off with our data visualizations and return to the Board with the first quarter 2022 data visualization and progress update.

Attachments
1. REVISED VP Year 3 & 4 Presentation (Summary)
2. VP Year 3-4 Near Term Deliverables - Framework Detail (Spreadsheet)
Vision Plan Implementation – Year Three (2020) & Four (2021) Deliverables
Year Three (2020)

**COMPLETE:** Letters used for applicants revised to better communicate admission standards and appeal rights

**COMPLETE:** Section 3 fund created to best support resident hiring and education. 281 jobs were created and 12 public housing youth awarded Section 3 scholarships through this fund (of 29 total awarded)

1 new Resident Advisory Committee (RAC) for a total of 14 programs and 50 participants (Pueblo Del Sol). Offered 35 new or expanded services/classes utilizing RAC leadership

14,263 households received support with groceries/goods/gift cards; 77,000 meals provided to seniors and disabled; 300 residents assisted with benefits enrollments

Year Three (2020) totals (in progress/complete) = 32% increase over the 35 2019 grand total

Year Four (2021)

102 college scholarships awarded (21 through the Section 3 fund)

Total amount awarded = $134,250 (new record!)

329 jobs created through our Section 3 Guide and Compliance program (158 were construction field generated)

1,036,500 meals provided, and $90,000 in gift cards employed to help families with food insecurity

Year Four (2021) totals = 26% increase over the 17 2020 total actions completed

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**Highlights:**

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Year Three (2020) totals (in progress/complete) = 32% increase over the 35 2019 grand total

Year Four (2021) totals = 26% increase over the 17 2020 total actions completed
Highlights:

- **Total Strategies**: 9
- **Total Foundational Actions**: 46

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<td>2021</td>
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* 1 completion recorded in 2019

**Year Three (2020)**
- **COMPLETE**: Exceeded our goal of committing 5,000 Project Based Vouchers (PBV) in 5 years for Permanent Supportive Housing (PSH) (= 5,756 committed within 3 yrs!)
- 42 workshops across 4 sites (Rancho San Pedro (4), Jordan Downs (21), Rose Hills (15), Pueblo Del Sol (2)) to inform residents of redevelopment planning and relocation activities.
- Added 5 properties to HACLA real estate holdings (214 units utilizing $39,716,166 via Project Homekey 1.0 funding)
- 201 units closed on re-syndication (Pueblo Del Sol - Phase 1) with $6.71M in acquisition proceeds
- 9 new electric vehicles to the fleet and installed 34 charging stations.

**Year Four (2021)**
- Added 1,701 PBV committed towards PSH (see COMPLETE detail in 2020 above) for a new grand total of 7,457 PBV committed.
- 13 charging stations were installed bringing our total to 66; 15 employees currently carpooling.
- Planted 219 trees (Nickerson, Gonzaque, and Imperial)

**Year Three (2020) totals = 20% decrease over the 36 2019 total actions in progress/complete (COVID impact)**

**Year Four (2021) totals = 19% increase over the 13 2020 total actions completed to date**
**Highlights:**

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* 2 completions recorded in 2019

Year Three (2020) totals = 90% increase over the 2019 total actions completed

Year Four (2021) totals = 14% increase from the 2020 total actions completed

**Year Three (2020)**

*COMPLETE:* Improve on-boarding process and initial orientation of staff. A total of 96 new employees participated in 25 new hire orientation sessions and the revised full day is now considered standard.

**COMPLETE:** Determine schedule and approach for delivery of communication and reporting mechanism for vision plan. Reporting schedule and format was reset in 2020 when HACLA began website and logo refresh to align the strategic framework and organizational priorities with our new look.

Grants awarded increased by 18% ($40.6M) over 2019 totals (new record = $219.9M)

**Year Four (2021)**

Grants awarded: 26 grants totaling $107.7M

A total of 23 supervisory/management level permanent vacancies were filled, of which 22 (or 95%) were internal candidate promotions.

HACLA sponsored 73 training activities attended by a combined 2,319 participants representing 105 different job classifications.
### A. 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.

- **Outcome (End Result) Metrics:** Formal leadership structure established.
- **In Progress:** Staff encouraged a growing informal network of peer-to-peer mentoring among current RAC Board Members in 2020. This encompasses RAC Board Members in all public housing sites, including Grenspan, William Mead, Rio, Mar Vista, Avalon, Pueblo Del Río, Imperial, Ramona and Estrada. There were 7 new resident leaders in public housing.

**Action #1.2:** Create a referral system among leadership programs to address resident/community concerns for which these platforms are not equipped.

- **Outcome (End Result) Metrics:** Completed referral system; # of referrals made; # concerns addressed.
- **In Progress:** COVID-related management office closures limited progress but there was frequent outreach to residents in a blended approach utilizing our resident leadership platform/service coordination/community management to assess critical needs and provide referrals to available resources (food, supplies/PPE, vaccination/health, technology, educational supports). Per site detail regarding resources was also uploaded onto our website.

**Strategy #2: Develop and implement strategies to engage resident and participant leadership.

**Action #1.3:** Increase membership on Section 8 Advisory Committee and potential to expand to regional sub-committees that could meet more informally.

- **Outcome (End Result) Metrics:** # resident participants increased.
- **In Progress:** In 2020, 36 Community Coaches provided support for HUD Choice grant annual survey at Jordan Downs through partnership with grant administration lead EJP and supported by development partner BRIDGE Housing.

**Action #1.4:** Access Partnerships to determine if existing programs can be expanded to include resident leadership development.

- **Outcome (End Result) Metrics:** Future programming and policy is strategically informed.
- **In Progress:** In 2021, a total of 13 Community Coaches provided support for HUD Choice annual survey at Jordan Downs supported by grant PEOPLE lead CE.

**Action #1.5:** Increase capacity within HACLA departments to expand existing and implement new resident leadership programs.

- **Outcome (End Result) Metrics:** # of new resident leader programs established; # of new residents recruited.
- **In Progress:** In 2020, there were 34 RACs with 50 total residents participating. 2 new resident leadership programs (Resident Advisory Committee) was established at Pueblo Del Sol.

**Action #1.6:** Apply for joint FSS program for PH and SB. Model opportunities within FSS to greatly expand membership program with formalized training and support.

- **Outcome (End Result) Metrics:** 40% residents that feel supported in their goals; # of residents participating in FSS mentorship program.
- **In Progress:** 2020 data:
  - 150 = families enrolled in Family Self Sufficiency Program (FSS)
  - 175 = FSS families have an income account (67%)
  - 36 = graduated from FSS program

### 2021 End of Year Update (Year Three)

- **In Progress:** Community Engagement Department (CE) added 8 new Community Coaches at William Mead and supported the Resident Advisory Council at Pueblo Del Sol with 5 new RAC members, for a total of 14 resident advisory committees and 52 residents participating in RACs. There are currently 33 Community Coaches actively engaging 4 housing communities as of December 31, 2021.

### Strategy #2: Develop and implement strategies to engage

**Action #2.1:** Engage with advocates & employ their assistance to better communicate with underrepresented or non-participatory residents.

- **Outcome (End Result) Metrics:** 40% of residents that feel well-informed and has access to HACLA staff and resources.
- **In Progress:** HACLA hosted 3 meetings with advocates as part of the Agency Plan process and issued 27 communications with advocates in 2020.

**Action #2.2:** Increase informal outreach to residents, including through "backyard chats", social engagement, at community functions, regular onsite points of contact, and social media.

- **Outcome (End Result) Metrics:** # participants attending; # new participants.
- **In Progress:** Progress was limited in 2020 due to COVID, but HACLA issued 38 informal communication e-mails and hosted approximately 48 informal events across public housing sites. Events included food distributions, holiday celebrations, and census tracking activities.

### 2021 End of Year Update (Year Four)

- **In Progress:** CE participated in 4 advocate sessions related to PH redevelopment and 4 advocate session related to the Agency Plan in 2021. There was no new specific feedback from advocates related to HACLA communication and reaching underrepresented populations. Intergen reported 30 communications with advocates in 2021.

- **Completed and Ongoing:** Facilitated 25 informal engagement events which resulted in a grand total of 2,000 duplicated sources with participants/residents (with highest engagements happening at Jordan and Ranchos via redevelopment related outreach). For these efforts, 2 social media platforms were used: Twitter and Facebook, with 2,756 total Twitter followers as of 12/31/2021, including 123 new followers. Additionally, at William Mead, 6 backyard briefings were held to introduce the concepts of redevelopment to more intimate, smaller group of residents.
**Strategy #4: Develop and implement onsite and offsite service linkages aligned with best practices to support broad resident needs.**

**Action #4.1: Ensure existing services partnerships to transition scattered services into a measurable trauma-informed service delivery.**
- **Residents feel more connected to a large social network they can rely on.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.

**Action #4.2: Provide prenatal visits; preschool enrollment; parenting support and culturally competent home-based early education.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.

**Action #4.3: Increase knowledge of available benefits and benefits enrollment.**
- **Increase # of affordable pre-school slots; % reduced parental stress.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.

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**Resident and Participant Leadership**

**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.**
- **Residents take larger role in program design.**
- **Subgoal:** Surveys were used to public housing residents in September with November 1st closing in 2020. 886 responses received and positive response rates exceeded 75%. Additionally, in 2020 HACLA offered 15 new and/or expanded services/leisure utilizing RAC participation/leadership at our public housing sites. In addition to food and resource giveaways, classes and community uplift activities, we convened COVID19/FINAL and census outreach/informational sessions at 4 sites (William Mead, Ramona Gardens, San Fernando Gardens, and Gonzaga Village), and a Health and Resources Fair at William Mead.

**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.**
- **Residents feel connected to a large social network they can rely on.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.

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**Trauma-Informed Service Delivery**

**Action #3.1: Assess existing communication tools and look for technology opportunities to improve communication & engagement with all residents.**
- **Residents can congregate and play or socialize safely.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.

**Action #3.4: Increase knowledge of available benefits and benefits enrollment.**
- **Increase # of affordable pre-school slots; % reduced parental stress.**
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**People**

**Investment Area: Integrative and thoughtful partnerships deliver the right services in engaging and effective ways.**
- **Residents feel like they have a large social network they can rely on.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.

**Investment Area: Reduce and/or eliminate barriers to participating in available benefits**
- **Residents are able to access important information and increase utilization of available resources.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.

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**Investment Area: Participate in advisory committees and decision-making**
- **Residents are able to access important information and increase utilization of available resources.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.

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**Investment Area: Support families and children**
- **Residents feel like they have a large social network they can rely on.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.

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**Investment Area: Support housing stability and health delivery**
- **Residents feel like they have a large social network they can rely on.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.

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**Investment Area: Increase knowledge and access to benefits**
- **Residents feel like they have a large social network they can rely on.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.

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**Investment Area: Support mental health & wellness efforts**
- **Residents feel like they have a large social network they can rely on.**
- **Completed and Ongoing:** HACLA conducted peer to peer activities at Rose Hills, Jordan Downs, William Mead and Rancho San Pedro. These are all redevelopment sites and OD facilitated partnerships for residents to discuss redevelopment related activities and concerns with one another, including site tours with discussion sessions and Q & A. Residents expressed increased level of trust after hearing from other sites who had already seen redevelopment implemented.
**Action #6.4: Identify Anchor Institutions that can leverage trauma-informed services across and within HACLA’s portfolio in an effort to target residents impacted by the cycles of poverty.**

Neighborhood-level initiatives are supported Improved transparency and communication between partners

# new partnerships & amount of averaged services

Completed and Ongoing: For HUD Choice grant awarded in April 2020, Children’s Institute became the People lead (anchor equivalent) for service coordination at Jordan Downs (which depends on the existing relationship at several sites.) This award requires us to work with over 30 partners and $3,200 services funding to allow deeper services referrals and case management opportunities for Jordan Downs residents (see 4.6 below for more detail.)

Completed and Ongoing: People lead CIE began developing case management structure in support trauma-informed service delivery at Jordan Downs (via HUD Choice grant - see 4.6 below for more information.) Additionally, King Drew Medical Center has been a partner at Jordan Downs and Nolanson Gardens, supporting our Community Health Worker Programs and offering a continuum of care through onsite workshops and mobile clinics.

**Action #6.5: 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.**

# of Hubs set up; # meetings held annually; # new resident feedback on communication/coordination

In Progress: No Services HUB meetings were held in 2020, but there were several coordinated City/HACLA partnerships targeted to help stabilize families during the height of the Safer At Home orders particularly to reduce food insecurity, and give notice and delivery of resources. Council Offices, Mayor’s Office, and community/faith organizations provided gift cards, support and service referrals to our residents.

Completed and Ongoing: 2 Hubs were set up and 3 meetings were held between January 1, 2021 - December 31, 2021 at HACLA, one at or at Vista Gardens, and the other was at San Fernando gardens. Additionally, CSAC has been meeting monthly throughout 2021 (facilitated by local councilman’s office) to discuss community safety.

**Action #6.6: Promote family stabilization, add services to address negative coping strategies (in addition), prioritize prevention, and build trust and support via case management, peer engagement, and service coordination partnerships/links.**

Increase # residents reporting mental health or substance abuse

In Progress: Newly awarded HUD Choice grant at Jordan Downs includes targeted case management and deeper peer engagement activities as part of the People plan. By end of 2020, there were over 2,800 resident touchpoints made through annual survey process and engagement activities targeted to help address increased needs arising through the pandemic. This resulted in an estimated 65% of eligible residents being provided family stabilization related services and linkages.

In Progress: Through our HUD Choice grant at Jordan Downs outreach to all residents continued through our annual survey process and engagement activities which resulted in over 50% of eligible households being provided family stabilization related services and linkages and as of Q4 2021 188 residents were enrolled in case management services for a variety of supports.

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**Strategy #5: Address impact of incarceration, probation, prior drug/alcohol use on households and access to housing/services.**

**Investment Area:** Trauma-Informed Service Delivery

Housing and services available to a broader population

Increase family reunification

Reduce recidivism

Increase # new resident offerings

In Progress: There were 48,000 participant families were mailed participant families were mailed disaster preparedness flyers and home fire safety door hangers to residents. Council Offices, Mayor’s Office, and community/faith organizations provided gift cards, support and service referrals to our residents.

In Progress: During May 2020, 48,000 participant families were mailed disaster preparedness flyers and home fire safety door hangers to residents (postponed in 2021 due to pandemic.)

**Action #5.1: Review current policies with advocates and experts and determine if revisions should be made.**

Completion by date

COMPLETE: Final forms and letters used for applicants were revised and implemented to better communicate admission standards and rights for appeal in 2020.

COMPLETE: No new barriers identified and no new revisions in 2021. Housing services and Section 8 continue to monitor.

**Action #5.2: Research and enter into opportunities to bring services on-site for early intervention and to address successful community integration.**

In Progress: HACLA had 360 YouTube subscribers as of December 31, 2021, with 12 new videos posted. 65 events were posted in 2021 calendar. Asset Management has begun to explore whether Rent caffe could be used to issue alerts to residents.

In Progress: HACLA had 346 YouTube subscribers as of December 31, 2021, with 12 new videos posted. 65 events were posted in 2021 calendar. Asset Management has begun to explore whether Rent caffe could be used to issue alerts to residents.

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**Strategy #6: Expand and strengthen agency-to-resident communication about critical issues.**

**Investment Area:** Trauma-Informed Service Delivery

Positive communication to ensure program utilization

Residents are prepared for an emergency and are integrated into a communication strategy

Protocols in place; Preparedness training held regularly with increased resident participation in multiple communication methods deployed

Completed and Ongoing: The pandemic required HACLA to dramatically increase creative approaches in resident communication under emergency conditions. While specific preparedness trainings were not held, there were regular and increased usage of bulletins, text blasts, phone calls, and door-to-door flyers to communicate resource supports and numerous socially distanced opportunities to receive personal protective equipment, food and other supplies to support preparedness.

Completed and Ongoing: HACLA continued to communicate with tenants through regular Resident Bulletins, text blasts, phone calls and door-to-door delivery of pandemic information. There was no emergency training conducted in 2021 due to the pandemic.

Some emergency preparedness kits were distributed as giveaways during special events at various Housing Services’ sites and the Red Cross is slated to distribute disaster preparedness flyers and home fire safety door hangers to residents (postponed in 2021 due to pandemic.)

**Action #6.1: Post on the HACLA site a comprehensive, site-specific calendar of meetings and post meeting videos/reads afterward.**

# reached through communication efforts

In Progress: HACLA had 151 new YouTube subscribers in 2020, allowing us to begin development of a custom LRM for deployment in 2021. 28 videos were posted to YouTube (15 public; 25 Unlisted for staff). Throughout the Safer At Home orders, HACLA also regularly updated and placed on its website a robust site specific list of support resources available to residents with calendar of hours/delivery/activity timing.

Public Housing began testing out information to residents in May of 2020; specifically, sending out mass texts to cell numbers regarding critical information using text-to-functionality. New HACLA website vendor was selected and deliverables are underway as of December 31, 2020.

In Progress: HACLA had 346 YouTube subscribers as of December 31, 2021, with 12 new videos posted. 65 events were posted in 2021 calendar. Asset Management has begun to explore whether Rent caffe could be used to issue alerts to residents.

**Action #6.2: Develop a variety of media and analog approaches to communication, particularly for emergency training and readiness.**

In Progress: During May 2020, 48,000 participant families were mailed participant families were mailed disaster preparedness flyers and home fire safety door hangers to residents. Council Offices, Mayor’s Office, and community/faith organizations provided gift cards, support and service referrals to our residents.

In Progress: During May 2020, 48,000 participant families were mailed participant families were mailed disaster preparedness flyers and home fire safety door hangers to residents (postponed in 2021 due to pandemic.)

Some emergency preparedness kits were distributed as giveaways during special events at various Housing Services’ sites and the Red Cross is slated to distribute disaster preparedness flyers and home fire safety door hangers to residents (postponed in 2021 due to pandemic.)

**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.**

Online app to use

In Progress: Approximately 48,000 participating families were mailed two newsletter issues in 2020 to provide information about HACLA’s mission, program updates, temporary measures implemented due to COVID-19, as well as encouraging families to participate in the 3rd Quarterly Advisory Group and provide their email addresses to improve communication.

No mobile app development progress occurred in 2020.

In Progress: Approximately 48,000 participating families were mailed two newsletter issues to provide information about HACLA’s mission, program updates, temporary measures implemented due to COVID-19, as well as encouraging families to participate in the 3rd Quarterly Advisory Group and provide their email addresses to improve communication in 2021.

No mobile app development progress occurred in 2021.
### Action #7.1: Assess existing partnerships, review contracts for service and strengthen goals, outcomes and approach to training and education.

- # residents participating in existing programs increases; # Employment increase
- Completed and Ongoing: Through Build Hope Inc. (formerly KPI), HACLA continued educational opportunities via a scholarship program, awarding 29 HACLA seniors scholarships for a total of $39,000 in awards.
- More broadly, employment and training services benefited under-employed and unemployed participants at HACLA as follows:
  - Total Enrollment: 241 Adults; 236 Dislocated Workers
  - Training Cohorts: 47 Adults and 98 Dislocated Workers
  - Job Placements: 34 Adults and 28 Dislocated Workers.

### Action #7.2: Explore opportunities to prioritize social enterprises for all procurement opportunities. Create & connect residents to social enterprises to gain work experience.

- Procurement process is enhanced to include Sec 3 hires (Completion by date)
- 1 Increase in average household income and job programs participation; # of residents employed
- COMPLETE: A total of 329 jobs were created in 2020 by HACLA vendors, development partners and HACLA directly. Given that source of funding should not dictate economic opportunities, non-federally funded contractors were also subject to Section 3 and created jobs. The majority of the jobs were in administrative and construction categories, with retail jobs at Jordan Downs Freedom Plaza coming in third. Section 3 resident new hires earned on average of $28,831, which is an increase from 2020’s $22,51 average wages.
- In addition to job creation, the Section 3 Program awarded scholarships to 21 public housing youth. To date, $54,000 in scholarships have been provided to residents under this program. Additional Section 3 funds were available for resident skill and job trainings. Many of the trainings were postponed in 2020 due to COVID restrictions.

### Action #7.3: Develop a plan to fund Section 3 support program so that training, education opportunities, monitoring & post-employment support are more accessible to residents.

- Families can pay for their monthly bills and build financial assets
- Youth graduate from high school, college and are career-ready
- # improvement in test scores for students; # adults with increased proficiency and better job opportunities
- Complete and Ongoing: 1,620 devices (T-Mobile Hotspots) employed to families at HACLA in 2021, and 1,508 residents were connected to Wi-Fi through Sherry.

### Action #7.4: Improve access to computers, low cost internet access & digital literacy classes

- # new computer users, # new partners hosting computer learning programs
- Completed and Ongoing: In 2020, 1 new computer learning program offering was available in HACLA, 164 devices employed to families, 174 residents were connected to Wi-Fi.

### 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-locations, reading programs and literacy training.)

- Completed and Ongoing: In 2020, HACLA provided 7,500 backpacks and distributed 15,000 books. HACLA purchased 20+ library books with 12 installed in 2020. Trainings and programs were impacted by COVID-19, but HACLA was fortunate that a motivated teacher set up a book shelf and a mobile “book day” program using her vehicle. There were 4 learning pods established in 2020 to support our kids at Nickerson, Imperial & Mar Vista (in person), as well as Ramirez (virtual). Learning pods had to limit capacity due to COVID protocol (30 for indoor, 60 for outdoor) which consistently were filled and had a waiting list throughout the year.

### Strategy #7: Enhance resident access to education opportunities, workforce readiness training, and skills development.

- In progress: In 2021, HACLA provided 2,000 backpacks, distributed 2,504 books, and installed 14 library books at our public housing sites.
| Action #7.1: Integrate financial asset building with financial planning, credit building, and micro-loan programs for all residents. Pursue opportunities to help residents create savings. | In Progress: The expanding Jobs Plus Initiative Grant Program enabled HACLA to turn Nickerson Gardens into a laboratory for testing new approaches for increasing financial assets within public housing. In 2020, three financial literacy courses were taught at Nickerson Gardens and 74 residents voluntarily took part in financial literacy workshops. |
| --- |
| In Progress: The expanding Jobs Plus Initiative Grant Program enabled HACLA to turn Nickerson Gardens into a laboratory for testing new approaches for increasing financial assets within public housing. In 2020, three financial literacy courses were taught at Nickerson Gardens and 74 residents voluntarily took part in financial literacy workshops. |
| 4 users, # residents targeted for last rent pay for participation |
| Action #7.2: Support school attendance, high school credit recovery, parental support (as a linkage from early childhood programs from 6.2 above), and out-of-school programming that promotes learning and pursuit of higher education. |
| In Progress: In 2020, partner Five Keys Charter High School did not have any student graduate with a HS Diploma, but reported the following: # students transitioning from our US program to our HS Diploma program; # students enrolled in our 2020-20 school year and are still active in completing their diploma process; # student enrolled in the 2020-21 school year and is still active in completing their diploma process. |
| 4 residents complete HS Equivalency for children in GCL; # youth graduating from college; # participating in post-secondary education and/or vocational training |
| Action #7.3: Expand job development and placement services to include adult literacy/high school equivalency programs, job skills training, connections to apprenticeships and placement in growth sector industries. |
| Completed & Ongoing: WLAWSC had 138 placements in 2020 despite the challenges presented by COVID-19. In addition to 7.7 above, Five Keys Charter High School has English as a Second Language (ESL) classes within the community centers of HACLA housing sites. In 2020, 31 students were active in the ESL program. |
| 1 new services, # participants enrolled, trained and hired |
| Action #7.4: Increase neighborhood walkability score. |
| In Program: The Los Angeles Reconnections Academy (LARCA) had 159 participants who received entrepreneurial supports. Under the Watts Rising TCC grant, 10+ residents were connected to the services offered by the HarborWatts BusinessSource Center and Macelona Community Development Corporation, micro-lending and contracting opportunities, and direct referrals, monthly small business meet-ups and the Mind Your Business: Business Owner Resource Fair held in June 2021. |
| # Increase in incomes; # of participants |
| In progress: Entrepreneurial training and individualized assistance proved to be most effective in serving residents who belong to the Los Angeles Reconnections Academy (LARCA) 2.0 Program, which is funded by the City of Los Angeles legal settlement and designed to assist victims of the LAPD Gang Injunction. Central to LARCA’s success were weekly visits by a Managed Career Solutions Los Angeles (MCS LA) counselor to train HACLA residents in Los Angeles public housing sites. It follows that LARCA participants launched various businesses, including print screening of skateboard culture T-shirts, mobile car washes and a personal service franchise in 2020. LARCA had approximately 146 participants in 2020. |
| Action #7.5: Invest in financial literacy, basic skills training, connections to apprenticeships and placement in growth sector industries. |
| # Improved public options for transit |
| In progress: Staff participated in one exploratory call requesting recommendations/ideas regarding a new funding opportunity at the State level being developed to increase EV rebate/purchasing opportunities for low-income families. Additionally, these organizations reached out in 2021 for EV charging related grant partnership opportunities. |
| Action #7.6: Assign HACLA reps to attend meetings to advocate to have HACLA sites included in transportation plans throughout the City. |
| Completed & Ongoing: The Los Angeles Reconnections Academy (LARCA) had 159 participants who received entrepreneurial supports. |
| Action #7.7: Support school attendance, high school credit recovery, parental support (as a linkage from early childhood programs from 6.2 above), and out-of-school programming that promotes learning and pursuit of higher education. |
| In progress: The expanding Jobs Plus Initiative Grant Program enabled HACLA to turn Nickerson Gardens into a laboratory for testing new approaches for increasing financial assets within public housing. In 2020, three financial literacy courses were taught at Nickerson Gardens and 74 residents voluntarily took part in financial literacy workshops. |
| # residents complete HS Equivalency for children in GCL; # youth graduating from college; # participating in post-secondary education and/or vocational training |
| Action #7.8: Assign HACLA reps to attend meetings to advocate to have HACLA sites included in transportation plans throughout the City. |
| Action #7.9: Expand job development and placement services to include adult literacy/high school equivalency programs, job skills training, connections to apprenticeships and placement in growth sector industries. |
| Completed & Ongoing: WLAWSC had 138 placements in 2020 despite the challenges presented by COVID-19. In addition to 7.7 above, Five Keys Charter High School has English as a Second Language (ESL) classes within the community centers of HACLA housing sites. In 2020, 31 students were active in the ESL program. |
| # Increase in incomes; # of participants |
| Action #7.10: Assign HACLA reps to attend meetings to advocate to have HACLA sites included in transportation plans throughout the City. |
| Action #7.11: Assign HACLA reps to attend meetings to advocate to have HACLA sites included in transportation plans throughout the City. |
| Action #7.12: Assign HACLA reps to attend meetings to advocate to have HACLA sites included in transportation plans throughout the City. |
| Action #7.13: Assign HACLA reps to attend meetings to advocate to have HACLA sites included in transportation plans throughout the City. |
**Strategies**

**Investment Area 1: Community Health & Wellness**

**Strategy #9:** Increase access to healthy food and nutrition programs.

- **Action #9.1:** 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 judgment.
  - Reduced # of families working with DCFS. (improving family unification)
  - In progress: 2 Community Health Workers (CHW) were trained and activated in 2020 at Nickerson Gardens and 10 at Jordan Downs. Additionally, MLK Hospital was on-site nearly every month in 2021 offering a menu of services which included MH. In 2021 they launched Integrated Behavioral Health work onsite, including a NSL site to Jordan Downs from an HIV/STI Substance Abuse Counselor (SAC), during which the SAC distributed substance use education and materials. They also established counseling and support services. Our MBF attended events and was available to provide one-on-one talk therapy. The MBF also distributed her business card to anyone wanting assistance at a later date. At our June event, we ran a Mental Health Wellness Self Care program for 12 residents. Further, residents were connected to Complex Care Coordination based upon the level and depth of their identified needs through either Care Coordination or Service Navigator deliveredby either CHW or its service coordination partners E1 Habi and Better Tomorrow.

- **Action #9.2:** Utilize community space and partnerships to offer fun, relaxing, and interactive healthy activities for youth, adults, families, and seniors (jog, play space, yoga/meditation, and art therapy are all concepts).
  - In progress: HACLA offered interactive and healthy activities including zumba and yoga, and at 4 sites: Goropay Village, Mar Vista, Estrada and Avelon.
  - Completed and Ongoing: HACLA submitted 2 CMO/CalStart applications for EV charging and bike share program with partner Green Commuter.

- **Action #9.3:** Facilitate resident access to nutrition programs (e.g., nutritionists, cooking classes) based on findings and available resources.
  - In Progress: SEE-LA sent out cooking resources to Nickerson Gardens residents in English and Spanish (short YouTube videos) throughout 2021 via the YouTube channel and social media platforms to facilitate continued access to nutrition programs.
  - Completed and Ongoing: Three CHWs were trained and activated in 2021 at Nickerson Gardens and 10 at Jordan Downs. Additionally, MLK Hospital was on-site nearly every month in 2021 offering a menu of services which included MH. In 2021 they launched Integrated Behavioral Health work onsite, including a NSL site to Jordan Downs from an HIV/STI Substance Abuse Counselor (SAC), during which the SAC distributed substance use education and materials. They also established counseling and support services. Our MBF attended events and was available to provide one-on-one talk therapy. The MBF also distributed her business card to anyone wanting assistance at a later date. At our June event, we ran a Mental Health Wellness Self Care program for 12 residents. Further, residents were connected to Complex Care Coordination based upon the level and depth of their identified needs through either Care Coordination or Service Navigator deliveredby either CHW or its service coordination partners E1 Habi and Better Tomorrow.

**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 judgment.
  - In progress: 2 Community Health Workers (CHW) were trained and activated in 2020 at Nickerson Gardens and 10 at Jordan Downs. Additionally, MLK Hospital was on-site nearly every month in 2021 offering a menu of services which included MH. In 2021 they launched Integrated Behavioral Health work onsite, including a NSL site to Jordan Downs from an HIV/STI Substance Abuse Counselor (SAC), during which the SAC distributed substance use education and materials. They also established counseling and support services. Our MBF attended events and was available to provide one-on-one talk therapy. The MBF also distributed her business card to anyone wanting assistance at a later date. At our June event, we ran a Mental Health Wellness Self Care program for 12 residents. Further, residents were connected to Complex Care Coordination based upon the level and depth of their identified needs through either Care Coordination or Service Navigator deliveredby either CHW or its service coordination partners E1 Habi and Better Tomorrow.

- **Action #10.2:** Utilize community space and partnerships to offer fun, relaxing, and interactive healthy activities for youth, adults, families, and seniors (jog, play space, yoga/meditation, and art therapy are all concepts).
  - In progress: SEE-LA distributed recipe cards along with fresh fruits and vegetables throughout 2020 to Nickerson residents (1,066 residents total).
  - Completed and Ongoing: 3 CMO/CalStart applications were submitted 1 CMO/CalStart applications for EV charging and bike share program with partner Green Commuter.

- **Action #10.3:** Establish peer-to-peer health programs (pilot promoters like program) that promote holistic health and wellness at sites and to SI8 voucher tenants.
  - In progress: SEE-LA sent out cooking resources to Nickerson Gardens residents in English and Spanish (short YouTube videos) throughout 2021 via the YouTube channel and social media platforms to facilitate continued access to nutrition programs.
  - Completed and Ongoing: HACLA submitted 2 CMO/CalStart applications for EV charging and bike share program with partner Green Commuter.

**Investment Area 2: 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 judgment.
  - In progress: 2 Community Health Workers (CHW) were trained and activated in 2020 at Nickerson Gardens and 10 at Jordan Downs. Additionally, MLK Hospital was on-site nearly every month in 2021 offering a menu of services which included MH. In 2021 they launched Integrated Behavioral Health work onsite, including a NSL site to Jordan Downs from an HIV/STI Substance Abuse Counselor (SAC), during which the SAC distributed substance use education and materials. They also established counseling and support services. Our MBF attended events and was available to provide one-on-one talk therapy. The MBF also distributed her business card to anyone wanting assistance at a later date. At our June event, we ran a Mental Health Wellness Self Care program for 12 residents. Further, residents were connected to Complex Care Coordination based upon the level and depth of their identified needs through either Care Coordination or Service Navigator deliveredby either CHW or its service coordination partners E1 Habi and Better Tomorrow.

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  - In progress: SEE-LA sent out cooking resources to Nickerson Gardens residents in English and Spanish (short YouTube videos) throughout 2021 via the YouTube channel and social media platforms to facilitate continued access to nutrition programs.
  - Completed and Ongoing: HACLA submitted 2 CMO/CalStart applications for EV charging and bike share program with partner Green Commuter.

**Investment Area 3: 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 judgment.
  - In progress: 2 Community Health Workers (CHW) were trained and activated in 2020 at Nickerson Gardens and 10 at Jordan Downs. Additionally, MLK Hospital was on-site nearly every month in 2021 offering a menu of services which included MH. In 2021 they launched Integrated Behavioral Health work onsite, including a NSL site to Jordan Downs from an HIV/STI Substance Abuse Counselor (SAC), during which the SAC distributed substance use education and materials. They also established counseling and support services. Our MBF attended events and was available to provide one-on-one talk therapy. The MBF also distributed her business card to anyone wanting assistance at a later date. At our June event, we ran a Mental Health Wellness Self Care program for 12 residents. Further, residents were connected to Complex Care Coordination based upon the level and depth of their identified needs through either Care Coordination or Service Navigator deliveredby either CHW or its service coordination partners E1 Habi and Better Tomorrow.

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- **Action #10.3:** Establish peer-to-peer health programs (pilot promoters like program) that promote holistic health and wellness at sites and to SI8 voucher tenants.
  - In progress: SEE-LA sent out cooking resources to Nickerson Gardens residents in English and Spanish (short YouTube videos) throughout 2021 via the YouTube channel and social media platforms to facilitate continued access to nutrition programs.
  - Completed and Ongoing: HACLA submitted 2 CMO/CalStart applications for EV charging and bike share program with partner Green Commuter.
### Strategy #1: Improve community stewardship

**Action #1.1:** Implement new clean-up programs with community members and/or community organizations.  
In Progress: Section 3 opportunities provided to 11 residents for regular maintenance-related work.

**Action #1.2:** Implement social enterprise opportunities as Section 3 opportunities for resident-led or owned businesses to participate in regular maintenance and programming activities.  
In Progress: HACLA fostered 3 new partnerships in 2021 to support programming at Jordan Downs Gym through an agreement with Children Mending Hearts, a new playground at Nicholson Gardens, and a new field and open space area at Nicholson Gardens.

**Action #1.3:** Enter into and expand partnerships to deploy expertise and funding to create engaging and active common spaces.  
In progress: HACLA pursued 5 grants that were awarded in 2021: (1) Measure A Grants from Los Angeles County’s Park’s District - $600,000 for Nicholson Gardens to redevelop the outdoor spaces and $700,000 for Rancho San Pedro to support the Harbor Boulevard Park; (2) Clean California-Grants from Cal Trans, $5 million to support the park spaces at Jordan Downs and $5 million to build trash-redundant at Nicholson Gardens and Imperial Courts; HACLA pursued (but was not awarded) a $50,000 environmental justice grant with One San Pedro from the California DPA. Additionally, HACLA entered a private partnership agreement to build a $1.1 million dollar playground at Nickerson Gardens. This is still in development but ground breaking will happen in 2022.

**Action #1.4:** Build and support promotor programs, alternative health services and make capital investments to create space for health services on or near HACLA properties.  
In Progress: HACLA started 10 new services and hosted 11 events in 2021, including a flu lead focus group, mental health service series via DMH, the Turndemic education series, and a USC Workshop on health education amongst African Americans that looked at the relationship between research and the health of the Black/African American community. There were no program evaluations completed in 2021. Additionally, HACLA hosted many vaccination booths throughout the year at PH and AM sites. In Progress: HACLA hosted 14 workshops for health in the African American community, several vaccine workshops for families, and in a collaboration with the USC, held 2 virtual meetings at Jordan Downs with health providers and Nickerson Gardens. This is still in development but ground breaking will happen in 2022.

### Strategy #2: Increase opportunities for use of common / open space.

**Action #2.1:** Engage residents and recreational program staff in plan for improvements to community space.  
In progress: Completed survey of residents at Imperial Courts on use of common open space and ideas for design of a new playground.

**Action #2.2:** Engage residents and recreational program staff in plan for improvements to community space.  
In Progress: Asset Management Portfolio, according to a resident survey 74.6% of respondants indicated a need for assistance with medical functions; 73% indicated a need for assistance with in home tasks (bathing/dressing); 79% indicated that in-home care would increase quality of life. This data is used to inform service coordination activities portfolio-wide.

**Action #2.3:** Enter into public-private partnerships to grant opportunities to raise funds for implementation.  
In progress: Staff engagement and budget changes made to increase # square feet of useable open space.

### Strategy #3: Improve Access to Physical Health Services

**Action #3.1:** Analyze utilization of existing on-site clinics and health partnerships to determine effectiveness & breadth of service. Identify areas for improvement or change.

**Action #3.2:** Increase resident knowledge of where to access health services and how to access those services, including a Flu lead focus group, mental health service series via DMH, the Turndemic education series, and a USC Workshop on health education amongst African Americans that looked at the relationship between research and the health of the Black/African American community. There were no program evaluations completed in 2021. Additionally, HACLA hosted many vaccination booths throughout the year at PH and AM sites. In Progress: HACLA started 10 new services and hosted 11 events in 2021, including a flu lead focus group, mental health service series via DMH, the Turndemic education series, and a USC Workshop on health education amongst African Americans that looked at the relationship between research and the health of the Black/African American community. There were no program evaluations completed in 2021. Additionally, HACLA hosted many vaccination booths throughout the year at PH and AM sites.

**Action #3.3:** Address health needs of “Aging in Place” populations. Develop and implement best practices for care and service.

**Action #3.4:** Build and support promotor programs, alternative health services and make capital investments to create space for health services on or near HACLA properties.
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.

- 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.

- 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.

- Action 14.4: Use Black Captains, PACs and youth to create and participate in community stewardship through clean-up days, community walking in gardening groups, and events that foster social cohesion.

- Action 14.5: Develop sustainable funding strategy for the continuation of Community Safety Partnership with LAPD, HACLA and collaborative partners for select developments.

- 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.

- Action 14.7: Assess opportunity to use Elite, Rent Cafe 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.

Action 14.7: Rent Café or other AP to allow residents to feel safe, # of residents reporting increased sense of community and safety.

Action 14.8: Pass Safety Partnership programs to coordinate efforts and collaborative partners for select developments.

Action 14.9: Work with LAPD to create Safety Partnership with LAPD, HACLA and residents help enhance public safety, # residents reporting increased sense of community and safety.

Residents perceive safety has increased, Residents feel safe in their homes, # residents reporting increased sense of community and safety.

Residents can address neighborhood conflicts and report illegal activities, % reduction of crime rates on sites utilizing CSP model.

A neighborhood safety grant was received in 2021. Five sites were identified: Mar Vista, Estrada Courts, Imperial Courts, Netherland Gardens and Pueblo Del Rio. Surveillance wireless network will be expanded to increase coverage to 21 additional locations in total; all cameras will provide real-time access and 360 degree coverage of all locations.

In Progress: All CSP in-person programs were placed on hold or conducted virtually in 2021, as practicable, due to COVID-19 safety protocols. CSP officers remained active where possible collaborating with HACLA and non-profit partners on food distribution, holiday events and other limited activities.

In Progress: Community Safety Advisory Councils (CSAC) were implemented at 8 CSP sites in 2021. The CSAC included multiple stakeholders, met via Zoom on a monthly basis and worked on addressing community public safety issues. Each CSAC expects to roll out a site specific safety plan during the course of 2022.

In Progress: Bi-weekly working meetings were held between HACLA management and the CSPB leadership team to develop strategies and responses regarding a wide range of HACLA-specific public safety issues. CSPB continues to implement recommendations from UCLA’s CSP Evaluation.

In Progress: Community Engagement organized 2 Community clean-ups in partnership with Coaches in 2021. Jordan Downs PAC continued fun Friday events to include food giveaways, BBQ and weekly games.

In progress: Community Engagement organized 2 Community clean-ups in partnership with Coaches in 2021. Jordan Downs PAC continued fun Friday events to include food giveaways, BBQ and weekly games.

In Progress: Community Safety Partnership (CSP) Officers continued to participate in monthly meetings with residents via videoconferencing platforms in 2020. The 2020 events calendar was severely restricted by COVID; but CSP Officers remained extremely active in assisting with ongoing food and personal protective equipment (PPE) distributions at CSP sites during the pandemic.

As part of the HACLA Choice grant at Jordan Downs, an annual survey was administered in 2020. Some notable results: while there was mention of a greater need for police presence at all times of the day, roughly 70% of survey respondents felt the CSP made them feel safe, 46% of survey respondents highlighted that gang intervention agencies made them feel safe in their neighborhood. Out of 35 options, the top three public safety issues the respondents selected as a problem in their neighborhood were: speeding traffic (38%), lack of police presence (27%), and gang activity (60%). The options deemed least of issue were: fear of deportation (1%), gender violence (15%), and no problems (2%).

Community Safety Advisory Councils (CSAC) were implemented at 8 CSP sites in 2020 for implementation in 2021. The CSACs were designed to include multiple stakeholders, and the intention was for each CSP to develop its own site specific safety plan during the course of 2021.

In Progress: New fully executed 5-Year MOA with LAPD was completed in December 2020. LAPD created a new bureau (CSPB) within its organizational structure devoted to the Community Safety Partnership model. The new bureau will work on training protocols and model principles as recommended in the both the UCLA and Urban Institute program assessments.

Additionally, HACLA engaged UCLA for a CSP Evaluation, and UCLA published a report of nearly 30 detailed recommendations for LAPD’s CSPs to implement that are now underway in varying levels of progress.

In Progress: HACLA invested $1.84M in CSP in 2021.

The all crime % Year-on-Year Reduction statistics for 2021 were as follows: Avalon - 34%, Imperial - 27.5%, Pueblo Del Rio - 10.2%, Ramona Gardens - 10.1%, % Year-on-Year Increase: Jordan Downs +0.6%, San Fernando Gardens +9.7%.

No Change - Year-on-Year Gonzaque 0%, Netherland 0%.

In Progress: % Reduction in crime rates on sites with utilization rate of interventions incorporated; % reduced violent crime rate; % eviction rates reduced over time.

No progress for Year 3.

Completed and Ongoing: HACLA initiated an Ambassador Security program at Jordan Downs at the end of 2020 to de-escalate and address safety issues. A total of 18 community members were hired, 4 working per every 8 hour shift (4 would patrol through foot, 2 on mobile patrol).

In Progress: Bi-weekly working meetings were held between HACLA management and the CSPB leadership team to develop strategies and responses regarding a wide range of HACLA-specific public safety issues. CSPB continues to implement recommendations from UCLA’s CSP Evaluation.

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Completed and Ongoing: Bi-weekly working meetings were held between HACLA management and the CSPB leadership team to develop strategies and responses regarding a wide range of HACLA-specific public safety issues. CSPB continues to implement recommendations from UCLA’s CSP Evaluation.

Completed and Ongoing: Community Engagement organized 2 Community clean-ups in partnership with Coaches in 2021. Jordan Downs PAC continued fun Friday events to include food giveaways, BBQ and weekly games.

In Progress: HACLA invested $1.84M in CSP in 2021.

The all crime % Year-on-Year Reduction statistics for 2021 were as follows: Avalon - 34%, Imperial - 27.5%, Pueblo Del Rio - 10.2%, Ramona Gardens - 10.1%, % Year-on-Year Increase: Jordan Downs +0.6%, San Fernando Gardens +9.7%.

No Change - Year-on-Year Gonzaque 0%, Netherland 0%.

In Progress: HACLA invested $1.84M in CSP in 2021.

The all crime % Year-on-Year Reduction statistics for 2021 were as follows: Avalon - 34%, Imperial - 27.5%, Pueblo Del Rio - 10.2%, Ramona Gardens - 10.1%, % Year-on-Year Increase: Jordan Downs +0.6%, San Fernando Gardens +9.7%.

No Change - Year-on-Year Gonzaque 0%, Netherland 0%.
| Action 15.1: Review existing public safety monitoring plan to improve coverage of areas such as playgrounds, open spaces, and entrance/exit screening. |
| Assessment and plan developed for each HACLA site. (# plans developed per year; completion by date) |
| Not included in Year 3. |
| Not Included for Year 4. |
| Action 15.2: Install safety cameras as well as more and better lighting. |
| # sites with cameras added each year (expanded to ensure all HACLA sites have cameras); # sites with upgraded lighting installed; Completion by date. |
| Completed and Ongoing: IT added 4 cameras at HACLA's 2600 Wilshire headquarters in 2020. |
| Completed and Ongoing: In 2021, 3 outdoor lights were installed at Pueblo Del Rio, Gonzaque and Pico Gardens. In total, there were 84 camera video feeds added at public housing sites in 2021 for additional incident and site awareness. |
| Action 15.3: Develop & find capital to implement alternative Crime Prevention Through Environmental Design (CEPTED) strategies. |
| Capital Plan investments are being met over 20-year period based on priorities. ($ raised; $ leveraged; # in-kind services secured) |
| Not included for Year 1 |
| Not Included for Year 4. |

Long-Term Goals:

#1: Revitalize communities and enhance livability

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

**Action 1.1:** Devise and adopt a HACLA preservation-redevelopment compact with residents and stakeholders (including specific objectives and commitments that underscore established principles of preservation) with one-for-one replacement of current stock, maintain affordable rents, and outline resident rights, processes and responsibilities.

**Strategy #1:** Financial Viability of the Conventional Public Housing Portfolio.

- **Action 1.4:** Analyze household characteristics and develop financing strategies & more detailed development approaches for top-tier projects in Site Scoring Matrix.
- **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.
- **Action 1.6:** Pursue combination of Sections 18 Demo/Demo, RAD authority accelerate the stabilization of properties.
- **Action 1.7:** Pursue waiver requests from HUD to facilitate commitments to Resident Rights Compact and accelerate the stabilization of existing and converting properties.

**Metric**

- **CNA's are completed in Year 1:** Timelines developed with objective data and community input; HACLA is able to maintain timelines.
- **Feasibility studies completed for all Tier 1 & Tier 2 properties:** Revisions to prioritization in tiers reviewed after feasibility study complete.
- **Agreement with DHCR, LA Conservancy and SHPO reached on preservation approach:** Not included in Year 3
- **Cooperative Agreement with City is revised and city fee structure clarified:** Not included in Year 4
- **Utilization of HUD programs allow for financially feasible rehabilitation and redevelopment of some public housing sites:** Completed and Ongoing: 193 RAD unit closings (Jordan Downs Phase S3 [25]; Jordan Downs Area H [50]; Pueblo Del Sol Phase I [112]; Lenox Dwellings [60]); 85 TPV unit closings: Pueblo Del Sol I (8 replacement units); 31 non-replacement PBV units: Jordan Downs Area H (46 replacement PBV units).

**Outcomes (Red/Blue)**

- In Progress: Conversed 42 workshops across 4 sites at Rancho San Pedro; 33 at Jordan Downs, 19 Rose Hill, 2 at Pueblo Del Sol to engage/inform residents related to redevelopment planning and relocation activities.
- In Progress: Several of the PNAs in public housing had to be revised in 2020. Scoring matrix will be re-run when that process is complete.
- In Progress: HACLA completed 63 projects completed in 2021 totaling $1,627,725.88.
- Completed and Ongoing: all PNAs were completed by June 2021.
- In Progress: HACLA started redevelopment feasibility exploration for William Mead in 2021, as well as master planning/enviromental specific plan for Rancho San Pedro.
- In Progress: HACLA made changes to its Administrative Plan to address resident rights during conversion process. No HUD waivers necessary at this time to ensure resident rights.

**2020 End of Year Update (Year Three)**

- Completed and Ongoing: 113 RAD unit closings (Jordan Downs Phase S3 [25]; Jordan Downs Area H [50]; Pueblo Del Sol Phase I [112]; Lenox Dwellings [60]); 85 TPV unit closings: Pueblo Del Sol I (8 replacement units); 31 non-replacement PBV units: Jordan Downs Area H (46 replacement PBV units).

**2021 End of Year Update (Year Four)**

- Completed and Ongoing: 169 RAD unit closings (Pueblo Del Sol Phase I [10] replacement units); Rose Hill C courts Phase I [177 PBV units]; Pueblo Del Sol Phase I [19 non-replacement PBV units]; Jordan Downs Phase S2 [52 PBV replacement units].

**Strategy #3: Stabilize the physical and financial viability of the conventional public housing portfolio.**
**Strategy 2:** Increase functionality and effectiveness of Asset Management Portfolio

<table>
<thead>
<tr>
<th>Action 1.1:</th>
<th>Develop internal financing authorities and tools like Bond Authority and collaborate with HUD and City on potential Debt &amp; Equity Fund to improve credit pricing and reduce interest costs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1.2:</td>
<td>Review, refine and update the Site Scoring Matrix at least every five years to reflect changing data and emerging opportunities.</td>
</tr>
<tr>
<td>Action 1.3:</td>
<td>Utilize the Site Scoring Matrix to curate 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.</td>
</tr>
<tr>
<td>Action 1.4:</td>
<td>Identify opportunities to act on Purchase Options or Rights of First Refusal for converted public housing sites to increase HACLA’s operational authority &amp; extend useful life of property as deeply affordable housing.</td>
</tr>
<tr>
<td>Action 1.5:</td>
<td>Research current small home &amp; rent-to-own affordable homeownership models and invest in opportunities for Section 8 and Public Housing residents to bridge from rental into ownership.</td>
</tr>
<tr>
<td>Action 1.6:</td>
<td>Identify opportunities on existing HACLA property to construct temporary or permanent housing for homeless or recuperative care.</td>
</tr>
<tr>
<td>Action 1.7:</td>
<td>Support current Mod Rehab 50% owner-managers in converting assistance under RAD to long-term Section 8 contracts to support needed recapitalization &amp; determine opportunity for HACLA to assist in phasing transactions with HUD or taking on co-development role, where appropriate.</td>
</tr>
</tbody>
</table>

**Action 1.8:** Complete conversion of 116 Mod- Rehab units by beginning of later term.

**Action 1.9:** Bond authority developed and utilized for all AIM and PH needs; HACLA maintains high-level bond ratings; realistic growth in revenue from bond authorities to support other HACLA objectives; other soft funds are identified. HACLA is successful in getting highly competitive debt pricing.

**Action 1.10:** Site Scoring Matrix refined every 3 to 5 years.

**Action 1.11:** Timelines developed with objective data and community input; HACLA is able to maintain timelines.

**Action 1.12:** Series 1 & 2 properties to increase units available for Section 8 and community needs.

**Action 1.13:** Densities in asset management portfolio have been optimized to accommodate new housing units.

**Action 1.14:** 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.

**Action 1.15:** HAESA becomes a leader in providing housing units to Section 8 voucher holders.

**Action 1.16:** Acquisition policy & plan adopted; fund created to support acquisition; HACLA achieves adopted % of new units per year developed through Acquisition Plan.

**Action 1.17:** Seniors are able to age-in-place comfortably.

**Action 1.18:** Densities in asset management portfolio have been optimized to accommodate new housing units.

**Action 1.19:** Timelines developed with objective data and community input; HACLA is able to maintain timelines.

**Action 1.20:** In-progress: Utilize internal policy & procedures to track funding authority & extend useful life of converted public housing redevelopments; developed partnerships with lenders and financial institutions for innovative partnerships and amended the acquisition and disposition of real property policy. The new RFC has already led to 3 active partnerships with Related Company pursuing projects with RAD.

**Action 1.21:** In-progress: Development Services entered into a new contract with the City to respond to Homekey 2.0 Subsidy from the State of California. They also developed an acquisition targeting plan and began negotiating purchase agreements with various owners as part of Homekey 2.0.

**Action 1.22:** HACLA completed the transition of all 15 homekey properties purchased on behalf of the City of Los Angeles. All properties have been transitioned to nonprofit partners. 5 added to HACLA’s portfolio. The total acquisition was over $300 million and the 5 properties that entered HACLA’s portfolio total 214 units. 

**Action 1.23:** Updated Acquisition Policy & plan adopted; fund created to support acquisition; HACLA achieves adopted % of new units per year developed through Acquisition Plan.

**Action 1.24:** HACLA's Acquisition Policy was adopted by the Board of Commissioners in 2020.

**Action 1.25:** In-progress: Through the Project Homekey 1.0 grant, assisted in the acquisition of 20 properties both on our own behalf as well as for the City of Los Angeles (15 transitioned to nonprofit partners, 5 added to HACLA’s portfolio.) The total acquisition was over $300 million and the 5 properties that entered HACLA’s portfolio total 214 units totaling $39,716,166.

**Action 1.26:** HACLA offered its South LA office parking lot as a location for a Homeless Parking Program through a City/County NOFA.

**Action 1.27:** Completed and ongoing: 201 units closed on re-syndication (Pueblo Del Sol Phase I). 201 units rehabilitated from Pueblo Del Sol (Phase I) and residents who were temporarily relocated were moved back into these units. We received $200K acquisition proceeds and $50K in fees (Pueblo Del Sol - Phase II) & $440K in coordination fees, $50K labor and compliance fees, $172,426 in bond issuance fees.

**Action 1.28:** Completed and ongoing: 201 units closed on re-syndication (Pueblo Del Sol Phase I) & 201 units rehabilitated from Pueblo Del Sol (Phase II) and residents who were temporarily relocated were moved back into these units. We received $200K acquisition proceeds and $50K in fees (Pueblo Del Sol - Phase II) & $440K in coordination fees, $50K labor and compliance fees, $172,426 in bond issuance fees.

**Action 1.29:** In-progress: Development Services entered into a new contract with the City to respond to Homekey 2.0 Subsidy from the State of California. They also developed an acquisition targeting plan and began negotiating purchase agreements with various owners as part of Homekey 2.0.

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<th>Action 1.30:</th>
<th>Research current small home &amp; rent-to-own affordable homeownership models and invest in opportunities for Section 8 and Public Housing residents to bridge from rental into ownership.</th>
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<td>Action 1.31:</td>
<td>Support current Mod Rehab SRO owner-managers in converting assistance under RAD to long-term Section 8 contracts to support needed recapitalization &amp; determine opportunity for HACLA to assist in phasing transactions with HUD or taking on co-development role, where appropriate.</td>
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**Action 1.32:** Completed and ongoing: HACLA offered its South LA office parking lot as a location for a Homeless Parking Program through a City/County NOFA.

**Action 1.33:** HACLA offered its South LA office parking lot as a location for a Homeless Parking Program through a City/County NOFA.

**Action 1.34:** In-progress: HACLA and WLCAC, a community non-profit, entered into an agreement to run a Safe Parking Lot Program, offering overnight parking and bathrooms to homeless individuals. HACLA continues to partner with the City and Salvation Army to offer bridge housing for 100 individuals on its Imperial Blvd adjacent to 105 FWY.
# of PBV utilized to assist in portfolio preservation

In Progress: HACLA had 2 new PSF-PBV NOFAs in 2020 (for which SRD units are ineligible).

Action 3.2: Utilize Section 8 Project-based to support HACLA portfolio preservation and expansion

# of Section 8 tenants able to access an ADU; if homeowners willing to continue renting to Section 8 clients

In Progress: This process was underway in 2020 but delayed by CDVID.

Action 3.3: Analyze opportunity to issue NOFA PBV to broaden affordable housing opportunities based on need determined by Housing Element

In progress: No new updates from Section 8 on this action item for 2021.

Action 3.4: Support legislation that prevents source of income discrimination

In progress: HACLA had 13,405 landlords in the Section 8 program in 2021.

Action 3.5: Improve tools to support housing searches, provide support and training to prepare Section 8 voucher holders to be competitive in the rental markets

In progress: HACLA had 13,368 landlords in the Section 8 program in 2020. As part of the Section 8 outreach campaign to increase landlord participation, over 1,206 incentives were provided to Section 8 landlords who executed a HAP contract using CARES Act Funds.

Action 3.6: Create program and funding to incentivize utilization of Accessory Dwelling Units to house Section 8 tenants

In progress: HACLA had 13,405 landlords in the Section 8 program in 2021. As part of the Section 8 outreach campaign to increase landlord participation, over 1,206 incentives were provided to Section 8 landlords who executed a HAP contract using CARES Act Funds. To encourage property owners to participate in the program, HACLA Section 8 program conducted remote owner orientation seminars. The orientation is designed to explain how the Section 8 Program works from the landlord’s perspective.

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.

In progress: Section 8 implemented one new innovation in 2020: an alternative requirement to conduct voucher issuance briefing sessions by developing a video that it is available 24/7 for applicant and participant families in lieu of attending an on-site briefing session.

Action 3.8: Assess need to expand Landlord Outreach & Support.

In progress: In 2021, Section 8 continued to refine an alternative requirement to conduct voucher issuance briefing sessions by developing a video that it is available 24/7 for applicant and participant families in lieu of attending an on-site briefing session.

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.

Achieve 5,000 units by Year 5

COMPLETED!

Action 4.2: Develop policy to incorporate a minimum of 5-10% fully-funded homeless supportive housing units into redevelopment of public housing and asset-managed sites.

Adopt revised Development Policy to incorporate requirement; # of units integrated

In progress: Identified and pursuing Homekey Round 2.0 funding for up to 548 units of PSF for Asset Management portfolio. 17 units of Homeless PBV were scheduled as of December 21, 2021.

Action 4.3: Support legislation that prevents source of income discrimination

COMPLETED! Source of Income Ordinance (SOI) was implemented by the City of Los Angeles and the state of California. Section 8 informed participating families and landlords about SOI when issuing newsletters. Section 8 also participated in landlord educational events in collaboration with HACLA. At the city level, HCD and HRC are the entities tasked with SOI enforcement.

Action 4.4: Create program and funding to incentivize utilization of Accessory Dwelling Units to house Section 8 tenants

In progress: HACLA had 13,405 landlords in the Section 8 program in 2021. As part of the Section 8 outreach campaign to increase landlord participation, over 1,206 incentives were provided to Section 8 landlords who executed a HAP contract using CARES Act Funds. To encourage property owners to participate in the program, HACLA Section 8 program conducted remote owner orientation seminars. The orientation is designed to explain how the Section 8 Program works from the landlord’s perspective.

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Action 4.7: Assess need to expand Landlord Outreach & Support.

In progress: Identified and pursuing Homekey Round 2.0 funding for up to 548 units of PSF for Asset Management portfolio. 17 units of Homeless PBV were scheduled as of December 21, 2021.
**Strategy #5: Expand HACLA’s role in the broader community to serve to improve neighborhood-wide health and well-being**

**Action 5.1: Identify opportunities to participate and support community-based efforts to advocate for improvements to infrastructure, safety, health, education and economic equity**

- Community members and advocates are supportive partners with HACLA to improve neighborhood health and well-being
- Health and well-being factors have improved in the communities in and around HACLA sites

**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.**

- Number of grants pursued
- Amount of funding leveraged for neighborhood improvements
- Amount of funding attained

**Action 5.3: Pursue opportunities to include tree planting and expand water usage, add green roofs, and smart irrigation to include grey water systems where feasible.**

- # trees planted
- # grey-water systems implemented
- # water-saving irrigation systems implemented

**Action 5.4: Identify opportunities on existing HACLA properties to construct temporary or permanent housing for homeless or recovering addicts (PH portfolios).**

- Identify 2 to 5 sites; conduct preliminary feasibility study; successfully build out 1/2 of the sites identified as feasible by mid-term.

**Action 5.5: Be accountable for improvements to neighborhood health and well-being.**

- In Progress: HACLA was awarded 26 new grants totaling $121.0M in 2020, including LACC CARES and S8 Continuum of Care. In 2020 HACLA won the Affordable Housing Finance 2020 Reader’s Choice Awards (Public Housing Redevelopment Winner) for the Jordan Downs site, solidifying HACLA’s excellence in affordable housing development.

**Action 5.6: Ensure that open and communal spaces within HACLA-owned properties are designed for community gathering, engagement, active play and learning.**

- 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 sites and broader community and feel a sense of “home”

**Action 5.7: Pursue opportunities to create community-serving amenities, developed with neighborhood-wide input.**

- #/% increase of community participation in input meetings

**Action 5.8: Ensure that redevelopment efforts at HACLA-owned properties consider & prioritize opportunities to create community-serving amenities, developed with neighborhood-wide input.**

- In Progress: HACLA provided 100 redevelopment-related feedback opportunities to residents in 2020.

**Action 5.9: Support the development of new neighborhood sites and other neighborhood-serving amenities, including St Joseph’s center and Open Works.**

- Completed and Ongoing: HACLA was awarded 25 new grants totaling $107.7M in 2021, including grants from Wells Fargo Foundation, LA County Probation, and Ballmer Group. HACLA also won opportunity through SCAG to develop an infrastructure Finance District focused on funding affordable housing development in San Pedro, with a focus on Rancho San Pedro. Executed agreement and initiated analyses.

**Action 5.10: Support the development of new neighborhood sites and other neighborhood-serving amenities, including LACC CARES and S8 Continuum of Care.**

- In Progress: HACLA hosted 3 community gatherings with approximately 25 participants at Homekey site during 2021.

**Action 5.11: Pursue opportunities to include tree planting and expand water usage, add green roofs, and smart irrigation to include grey water systems where feasible.**

- # new recycling bins
- # upcycling class participants

**Action 5.12: Ensure that open and communal spaces within HACLA-owned properties are designed for community gathering, engagement, active play and learning.**

- In Progress: HACLA was awarded 18 new grants totaling $43.6M in 2020, including LACC CARES and S8 Continuum of Care. In 2020 HACLA won the Affordable Housing Finance 2020 Reader’s Choice Awards (Public Housing Redevelopment Winner) for the Jordan Downs site, solidifying HACLA’s excellence in affordable housing development.

**Action 5.13: Support the development of new neighborhood sites and other neighborhood-serving amenities, including St Joseph’s center and Open Works.**

- In Progress: HACLA developed/expanded 26 strategic partnerships in 2020, including St Joseph’s center and Open Works.

**Action 5.14: Ensure that open and communal spaces within HACLA-owned properties are designed for community gathering, engagement, active play and learning.**

- In Progress: HACLA developed/expanded 26 strategic partnerships in 2020, including St Joseph’s center and Open Works.

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**Action 5.17: Support the development of new neighborhood sites and other neighborhood-serving amenities, including St Joseph’s center and Open Works.**

- In Progress: HACLA was awarded 18 new grants totaling $43.6M in 2020, including LACC CARES and S8 Continuum of Care. In 2020 HACLA won the Affordable Housing Finance 2020 Reader’s Choice Awards (Public Housing Redevelopment Winner) for the Jordan Downs site, solidifying HACLA’s excellence in affordable housing development.

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**Action 5.19: Support the development of new neighborhood sites and other neighborhood-serving amenities, including St Joseph’s center and Open Works.**

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**Action 5.20: Ensure that open and communal spaces within HACLA-owned properties are designed for community gathering, engagement, active play and learning.**

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**Action 5.21: Support the development of new neighborhood sites and other neighborhood-serving amenities, including St Joseph’s center and Open Works.**

- In Progress: HACLA was awarded 18 new grants totaling $43.6M in 2020, including LACC CARES and S8 Continuum of Care. In 2020 HACLA won the Affordable Housing Finance 2020 Reader’s Choice Awards (Public Housing Redevelopment Winner) for the Jordan Downs site, solidifying HACLA’s excellence in affordable housing development.
Action 7.5: Require all new construction Plan for projects to meet Silver LEED equivalent and prioritize projects that propose Gold LEED equivalent.

Action 7.6: Convert an electric vehicle fleet, install charging stations throughout portfolio and encourage car-sharing opportunities.

Action 8.1: Address approach to seismic upgrades or repairs necessary to meet current building code standards.

Action 8.2: Work with LA/WTP to install solar systems to store energy in localized generators

Action 8.3: Create improved lighting and walking or bicycling paths around HACLA properties linked to neighborhood resources

Action 8.4: Identify areas on HACLA-owned properties that can be used for temporary co-location of emergency shelters or sites during a disaster

Action 9.1: Procure and continue to utilize Capital Needs Assessments to manage existing AM portfolio needs

Action 9.2: Continue to evolve use of technology to manage requests for maintenance/repairs, deployment of personnel, view alerts and outcomes related to specific developments, view scheduled inspections & evaluate cost/time

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.

Action 9.4: Enhance and continue to foster strong partnerships with key organizations and resources.

Action 9.5: Identify areas on HACLA-owned properties that can be used for temporary co-location of emergency shelters or sites during a disaster

Action 9.6: 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.

Action 9.7: Consider creating a HACLA-sponsored Social Enterprise employing HACLA residents to complement and improve site & ground maintenance projects.

### Investment Area

**Management Excellence**

**Sustainability**

**Strategy #8:**

- HACLA sites and neighborhood maintenance projects.
- Electric vehicle change outs in fleet; charging stations installed; employees using car sharing; residents/participants using car sharing.

**Strategy #9:**

- Electric vehicle change outs in fleet; charging stations installed; employees using car sharing; residents/participants using car sharing.
- # of new units achieving LEED equivalent or certification: Not included in Year 3
- # of electric vehicle change outs in fleet; # charging systems installed; # employees using car share; # residents/participants using car sharing: Not included in Year 4

- # of upgrades/repairs made; % of portfolio meeting seismic code: Complete and ongoing
- # of sites identified and submitted to City EOC: Complete and ongoing
- # of capital improvements made based on PMA results: Complete and ongoing
- # of grants received for onsite infrastructure improvements in PH or AM: Complete and ongoing
- # of new technologies employed; % landlords sharing information with HACLA; % of residents/beneficiaries that are satisfied with HACLA’s customer service; % of participants/landlords trained in relational best practices: In progress
- # of enterprise partnerships developed; # HACLA residents participating in maintenance enterprise program: In progress
- # of new landlord registrations in the Landlord portal and virtual landlord orientations continued in 2020: In progress
- # of upgrades/repairs made in 2020; % of portfolio met seismic code in 2020: As part of the gas lines upgrades, HACLA began installing earthquake valves at each gas meter to meet current building codes.

- # new technologies employed; % landlords sharing information with HACLA; % of residents/beneficiaries that are satisfied with HACLA’s customer service; % of participants/landlords trained in relational best practices: In progress
- # of enterprise partnerships developed; # HACLA residents participating in maintenance enterprise program: In progress
- # of new landlord registrations in the Landlord portal and virtual landlord orientations continued in 2020: In progress
- # # of sites identified and submitted to City EOC: Complete and ongoing
- # of capital improvements made based on PMA results: Complete and ongoing
- # of grants received for onsite infrastructure improvements in PH or AM: Complete and ongoing
- # of new technologies employed; % landlords sharing information with HACLA; % of residents/beneficiaries that are satisfied with HACLA’s customer service; % of participants/landlords trained in relational best practices: In progress
- # of enterprise partnerships developed; # HACLA residents participating in maintenance enterprise program: In progress
- # of new landlord registrations in the Landlord portal and virtual landlord orientations continued in 2020: In progress

- # of electric vehicle change outs in fleet; # charging systems installed; # employees using car sharing; # residents/participants using car sharing: Not included in Year 4
- # # of sites identified and submitted to City EOC: Complete and ongoing
- # of capital improvements made based on PMA results: Complete and ongoing
- # of grants received for onsite infrastructure improvements in PH or AM: Complete and ongoing
- # of new technologies employed; % landlords sharing information with HACLA; % of residents/beneficiaries that are satisfied with HACLA’s customer service; % of participants/landlords trained in relational best practices: In progress
- # of enterprise partnerships developed; # HACLA residents participating in maintenance enterprise program: In progress
- # of new landlord registrations in the Landlord portal and virtual landlord orientations continued in 2020: In progress
Strategy: Build and scale HACLA's internal real estate development teams into a capable, adequately staffed organization capable of reaching the scale necessary to serve the region. This strategy builds on the financial and organizational foundation established in the previous strategy (Strategic development to 2020).

**Actions**

1. **Strategic Evaluation:** Conduct a comprehensive evaluation of the current service delivery model and future strategic plan. This evaluation will include an analysis of the current organizational structure, financial health, and operational efficiency.

2. **Revenue Generation:** Explore new revenue streams and service offerings that align with HACLA's mission and core competencies.

3. **Strategic Planning:** Develop a new strategic plan that outlines the organization's goals, objectives, and key performance indicators (KPIs) for the next five years.

4. **Financial Planning:** Develop a detailed financial plan that includes revenue and expense projections, funding sources, and projected financial metrics.

5. **Operational Efficiency:** Implement operational improvements to enhance efficiency, reduce costs, and improve service delivery.

**Outcomes**

- Improved operational efficiency and cost savings.
- Increased revenue generation from new service offerings.
- A comprehensive strategic plan aligned with HACLA's mission.
- A detailed financial plan that ensures sustainability.

**Metrics**

- Revenue from new service offerings.
- Cost savings from operational improvements.
- Strategic plan and financial plan metrics.

**2020 End of Year Update (Year Three)**

- Revenue from new service offerings.
- Cost savings from operational improvements.
- Strategic plan and financial plan metrics.

**2021 End of Year Update (Year Four)**

- Revenue from new service offerings.
- Cost savings from operational improvements.
- Strategic plan and financial plan metrics.

**Completed and Ongoing:**

- Strategic Evaluation: In Progress.
- Revenue Generation: In Progress.
- Strategic Planning: In Progress.
- Financial Planning: In Progress.
- Operational Efficiency: In Progress.
Section 8 or PBV landlords, and other HACLA partners or stakeholders. Action 4.1: Identify and evaluate current HACLA processes: across business lines for “automation gaps” and systems bottlenecks to repair weaknesses of technology to handle current manual processes and improve productivity (e.g. data entry, payment approvals, cloud-based data systems, etc.)

HACLA rolls out a series of pilots to enable IT to study and consider the agency’s current program goals.

Evaluation with recommendations for improvements completed December 2018.

Completed and Ongoing:
- Completed: HACLA began implementation of a 3-processes framework in 2020. This migration to the cloud for all major systems using the acquisition framework developed, and (2) refining IT and system governance policies to accommodate the expansion of additional enterprise systems.

Completed and Ongoing:
- Ongoing: Acquisition Framework was used in 2021 for all non-first acquisition of technology platforms and the digitization of service delivery processes.

In Progress: HACLA completed several inter-agency projects for other HACLA departments in 2020. Target date for substantial outside agency work by mid 2022.

In Progress: HACLA has a clear understanding of its processes and systems and strategic and consider the agency’s long-term goals.

In Progress: HACLA completed several inter-agency projects for other HACLA departments in 2020. Target date for substantial outside agency work by mid 2022.

Completed and Ongoing: HACLA shared results of assessment with multiple other agencies in 2020 to assist them in their evaluation and strategy around organization or migration from their current housing management systems.

HACLA has an understanding of its processes and systems and the most strategic technologies in place to support operations.

In Progress: In 2020, Section 8 implemented online annual reexaminations using MyHousing, an online portal that allows the agency to track and complete its annual reexaminations. The new system allows the agency to track and complete its annual reexaminations and is currently being rolled out on a “by location” basis.

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New phone system is integrated into call center program.

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Action 6.1: Identify key program participant indicators (e.g., employment, job training, education, health, safety, etc.) that are run efficiently and cost-effectively.

Action 6.2: Review Administrative (SOGIS), staffing, and costs to determine if real restructuring would improve efficiency and reduce overhead barriers.

Action 6.3: Identify opportunities to structure and/or cross-program functions to better leverage staff expertise.

Action 6.4: Identify opportunities to improve HACLA-owned efforts to increase board space and reduce operational costs and to look for board space.

Action 6.5: Create normalized system and schedule to review and update existing position descriptions.

Action 7.1: Identify and implement all sustainable regulatory relief measures to streamline program operations while maintaining required program compliance.

Action 7.2: Develop reasonable approach and schedule to tracking improvement of participant outcomes and operations as a result of the Coronavirus Aid, Relief and Economic Security (CARES) Act (Public Law 116-136) provided the U.S. Department of Housing and Urban Development (HUD) with limited authority to waive or establish alternative requirements for numerous statutory and regulatory requirements for the Housing Choice Voucher (HCV) program. All HUD waivers and alternative requirements were extended through December 31, 2021.

In-Progress: The Coronavirus Aid, Relief and Economic Security (CARES) Act (Public Law 116-136) continued to provide the U.S. Department of Housing and Urban Development (HUD) with broad authority to waive or establish alternative requirements for numerous statutory and regulatory requirements for the Housing Choice Voucher (HCV) program. All HUD waivers and alternative requirements were extended through December 31, 2021.

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In-Progress: HACLA's website refresh implementation is in beta testing stage (near final). By end of 2021, the performance management software for tracking vision plan deliverables was selected and vendor procurement underway. In the meantime, base card controls and Microsoft Office system is being developed and display selected indicators.

In-Progress: HACLA will utilize tools across platforms and data system.

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In-Progress: Action 6.4: Identify and evaluate opportunities to centralize the visibility of critical performance measures via dashboards and other tools for public interest, research and transparency.

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Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Staff retention rates are high
- Staff report job satisfaction

Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Staff are aware of all the programs and initiatives within the Authority and have opportunities to share in HACLA’s successes
- HACLA’s workforce is highly skilled and committed to be the highest caliber professionals in the field

Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Percentage of management positions filled by existing staff
- Action 10.3: Communication and reporting mechanism

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Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Action 10.1: Develop internal communication tools to allow for two-way communication, share important messages, and engage interview staff in the activities of the Authority as a whole
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Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Action 9.1: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
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- Action 9.4: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.

Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Action 9.4: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
- Action 9.5: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.

Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Action 9.5: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
- Action 9.6: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.

Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Action 9.6: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
- Action 9.7: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.

Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Action 9.7: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
- Action 9.8: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.

Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Action 9.8: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
- Action 9.9: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.

Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Action 9.9: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
- Action 9.10: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.

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- Action 9.10: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
- Action 9.11: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.

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- Action 9.11: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
- Action 9.12: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.

Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Action 9.12: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
- Action 9.13: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.

Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Action 9.13: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
- Action 9.14: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.

Action 8.1: Launch training program, with a focus on both career development generally as well as program-specific expertise, to prepare staff for current duties and position them for future growth.

- Action 9.14: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
- Action 9.15: Utilize ladder to leaders program and other tools to create opportunities for personal growth and professional opportunities.
### Action 10.4: Develop data collection and analysis tools for reporting out on Vision Plan

- **The collection, analysis, and communication of data pertaining to Vision Plan implementation is streamlined**
- **In Progress:** Data collection/analysis tools further researched but product selection was delayed due to pandemic business continuity needs.
- **Completed and Ongoing:** Finalized research and demonstration of software to match functional needs completed, selection of vendor and purchase process underway by end of December 2021.

### Action 10.5: Conduct bi-annual shared reports to BOC on the implementation of the Vision Plan

- **The BOC is consistently informed of implementation progress and the return on time and financial investment in the Vision Plan Development.**
- **COMPLETE:** The reporting framework established in 2019, continued into 2020. Four reports delivered and over 100 indicators regularly tracked.
- **COMPLETE:** The reporting framework established in 2019, continued into 2020. Two reports covering four quarters were delivered to the Board and over 200 indicators are now regularly tracked.

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**Long-Term Goal:**
- #6 Strengthen and grow strategic partnerships
- #7 Encourage innovation that supports organizational flexibility and growth