





**TO:** HACLA Board of Commissioners  
**FROM:** Jenny Scanlin, Chief Development Officer   
**THROUGH:** Douglas Guthrie, President & CEO   
**DATE:** September 29, 2022  
**SUBJECT:** Vision Plan Update: 2nd Quarter 2022 Data Visualization

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This memo reflects progress captured during the 2nd quarter of 2022.



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

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

## KEY FINDINGS

Within the **Customer Service** category, **Work Order** metrics remain an integral indicator of quality property management across Asset Management and Public Housing portfolios. Both teams completed approximately 97% of the work orders received this quarter. Time to complete work orders continue to be impacted by a multitude of challenges, most notably staffing and supply chain resources. Despite those challenges, Public Housing consistently exceeds their target for the HUD target to complete 96% of emergency work orders within 24 hours, with 99% of emergency work orders completed. Although the most critical work orders continue to be resolved in a timely manner, when looking across *all work orders* this quarter, both Asset Management and Public Housing experienced increased average turnaround times as compared to last quarter. For Public Housing, the average time to complete work orders was 7.98 days as compared to 5.19 days on average in Q1 2022 and 4 days on average in FY 2021; this represents a nearly 35% change from Q1 to Q2 of this year. For Asset Management, the average time to complete work orders was 2.3 days as compared to 1.8 days in Q1 2022 for a 22% increase to resolve, but this new rate is still well below the peak average of 6 days reported by Asset Management in Q1 of 2020.

The time it takes to **prepare a unit for leasing** in the Public Housing portfolio has decreased significantly this quarter to 55 days from 72 days in Q1 2022 and below the average of 60 days in FY 2021. Asset Management's average vacant unit turn around increased to 120 days this quarter and is significantly higher than the 84 days reported in Q1. This is partially due to a calculation "true up" this quarter, with Project Homekey lease-ups removed from the reported average because they are *initial lease-ups* rather than true vacant unit turn-arounds. The factors that more directly contributed to the increase in Q2 were tied to the senior/disabled Reflections properties. Delays at this particular property are attributed to challenges in finding income-qualified clients and processing their applications through Section 8. If the Reflections properties are removed, the AM portfolio average

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would be 92 days, which is more in line with past trending for this indicator.

**RentCafé** registrations and new user totals continue to make steady progress. In Asset Management, 79 new sign-ups occurred this quarter, bringing the grand total to 2,046 residents registered in the portal. This is a significant increase in new sign-ups relative to Q1 (48 sign-ups) and can be credited to the team's increased outreach to residents. Property owner transfers that occurred this quarter also provided an opportunity for additional outreach to residents impacted and provided encouragement for greater usage. The team also maintained an online payment rate of 26% during the period which is about on par with the average online payment rate for FY 2021 (25%). Public Housing also increased RentCafé registrations to a new high of 1,007 residents, a 21% increase over the 2021 quarterly average at 797 registrations. Public Housing's 12.9% online payment rate reflects a modest increase over last fiscal year's average at 10.5%. Reviewing payment methods used by public housing residents, the WIPS retail card payment option remains the most popular, however it has experienced steady decreases quarter over quarter, and the 5,199 WIPS payments made this quarter are significantly lower than the FY 2021 average of 6,555. At the same time, online payment methods have experienced steady growth, going from 21% of payments made in Q1 of 2020 to an all-time high of nearly 30% this quarter; electronic methods now nearly match WIPS as the top payment method used by residents.

The Human Resources Department continues to look at **internal training and promotion strategies** to expand HACLA's talent pool and create positive career opportunities. In the second quarter of 2022, HR filled 101 vacancies of which 36% were filled through temporary and permanent promotions. This represents an impressive 42% increase in vacancies filled from Q1 to Q2 of 2022. The HR department has been diligently recruiting to fill vacancies using as many methods as possible, including attending job fairs, reaching out directly to qualified candidates, and increasing their online presence by posting and re-posting job opportunities across a wide variety of job hiring websites. Most internal promotions came from CHPS A and ASCME represented employees moving along their career pathway, including Management Clerks moving to Eligibility Interviewer, Eligibility Interviewer to Section 8 Advisor, and Section 8 Advisor to Assistant Housing Manager.

The **Top Trainings Attended by Staff** were (1) Microsoft, (2) EAP/OPTUM soft skills development topics, (3) and Anti-Harassment Trainings, with Microsoft trainings shifting from the second most attended training in Q1 to the most attended training in Q2. While participation this quarter (906 staff) slightly dipped from Q1 (1,230 staff and all time high), it is still significantly higher than Q2 last year (344 attendees).

The number of **Help Requests** received by Information Technology (IT) staff has steadily increased over the last year. This quarter's data reflects a 10% increase compared to the first quarter of last year (5,096 in Q2 versus 4,620 in Q1) and exceeds the 2021 annualized quarterly average of 3,544 requests by 30%. Two of the top three requests during the first quarter of 2022 continued to relate to remote access to systems as part of ongoing teleworking by staff, a consistent output for the last two years. Ticket resolution rates are difficult to parse this quarter, due to the IT team successfully pushing resolution of backlogged tickets; this resulted in a total of 5,480 tickets resolved this quarter as compared to 5,096 received.

Within the **Program Effectiveness** grouping of indicators, the number of **individuals housed** again saw minor fluctuations, with slight decreases in Public Housing (down 2.5% from last year's quarterly average of 18,056) and Section 8 (down 1.4% from last year's quarterly average of 92,375), and a slight increase in Asset Management (up 2.5% from last year's quarterly average of 5,068). Waitlists for all three programs showed slight fluctuation between last quarter's report and this period. Public Housing's waitlist is 37,625 as compared to 52,661 averaged in FY 2021, Section 8's waitlist is 3,095 this quarter as compared to 6,742 averaged in FY 2021, and Asset

Management's waitlist is 8,271 this quarter as compared to 8,214 averaged in FY 2021. In Public Housing, the combination of total number of vacancies, bedroom sizes of units available and the corresponding waitlist for each bedroom size can greatly impact wait times, while in Asset Management it depends more on the housing program the property falls within.

Workforce Development metrics for this quarter exceeded job placements made in Q2 2020 (37 or 12% higher) and slightly dipped from Q2 2021 (44 or 5% lower), whereas participation rates in vocational training increased significantly from Q2 2020 (27) and Q2 2021 (11) to Q2 2022 (53). This quarter saw fewer Overall Section 3 Employment placements (44) than Q1 2022 (70), with much of the change impacting males (46 in Q1 2022 vs. 24 in Q2 2022). The shift is in part be due to the current status of redevelopment projects at public housing sites. The start of Jordan Downs' Phase 3A has been delayed at the same time JD Area H has closed and PDS Rehab Phases I and II are ending, reducing the number of total construction jobs available. Additionally, supply chain issues have extended projects and reduced workforce at construction sites.

Of note, there was a significant increase in wages for males this quarter in part due to availability of jobs utilizing higher Davis Bacon rates wages. In Q1, 17 Community Ambassadors/Security Guards were hired to secure the construction site at Jordan Downs which has an hourly rate of \$15 an hour and negatively impacted the overall average wages for males. This quarter, wages are almost entirely construction wages which tend to be higher paying, bringing the average this quarter (\$32.98) more closely in line to the average for men in 2021 (\$35.86). It's important to note that the increase in wages for women achieved last quarter has stayed consistent, with women earning \$23.81 on average this quarter as compared to \$18.90 on average in fiscal year 2021; this represents a 21% increase in wages for women.

Within the **Community Safety Partnership (CSP)**, baseline crime statistics remained relatively consistent for homicides and reported rapes across housing sites this quarter, with a reduction of shots fired reported from last quarter (12) to this quarter (6). No housing site experienced more than 2 burglaries, with several reporting zero. Sites that reported high burglary totals last Fiscal Year (Imperial Courts, Jordan Downs, Nickerson Gardens and Pueblo Del Rio) are on track to report fewer burglaries in FY 2022 if the current trends hold. While grand theft auto across all sites has fluctuated in Q2 compared to Q1, the sites that reported high grand theft auto totals in 2021 (Pueblo Del Rio, Nickerson Gardens and Jordan Downs) are also on track for lower totals in 2022 if trends hold. Most notably, Nickerson Gardens is currently at 10 grand theft auto reports halfway through the fiscal year, and in FY 2021 there was a total of 37 grand auto thefts reported.

The total available vouchers to support **Homelessness** continue to increase year over year and currently remain at 27,184 vouchers committed to this population. Utilization rates have dipped slightly this quarter and are also lower than the 2021 average. For HUD-VASH vouchers, utilization rates are 57.3% this quarter as compared to 58.5% in FY 2021. For Homeless Waitlist Limited Preference, utilization rates are 93.4% this quarter as compared to 96.6% in FY 2021. At the same time, leases signed experienced a significant uptick. Numbers for Project Based Vouchers (PBV) and S8 Housing Choice Voucher (HCV) are higher than ever previously reported; the 899 leases signed for S8 HCV in Q2 represent a 23% increase over last quarter (699) and the 477 leases signed for PBV represent 49% increase over last quarter (237).

Within the **Funding Diversification** category, this quarter HACLA received one grant totaling \$1M from the California Energy Commission for the REACH program (Reliable, Equitable, and Accessible Charging for Multi-Family Housing) and expands our existing relationship with partner Grid Alternatives. This new award brings our year-to-date total to 24 grants for a combined total award of \$39.8M. The Strategic Initiatives team has also

developed or expanded 17 partnerships across several sectors, including four partnerships for job training and deepening existing relationships with long-time partners like LAUSD and SoCalCAN to bring in additional education related services to our residents across several sites.

#### **INDICATOR ASSESSMENT & REPORT-BACK (STATUS UPDATE)**

During the Board session in July 2022, questions were raised regarding several indicators of interest to this Board. Here is a brief follow up for each item of inquiry:

- ***Voucher Utilization Rate:*** This indicator is tucked into slide 17 of the presentation attached to this report and is currently focused on homeless voucher programs. As part of continuous improvement, staff is doing a more comprehensive review to determine if it makes more sense to provide a separate update to the Board regarding voucher utilization or revise how it is captured for this quarterly reporting process.
- ***Time from S8 receipt of application by landlord until approved or provided feedback.*** This information is not currently tracked, and staff is assessing whether there is means/capacity to incorporate.
- ***Total Number of Landlords and Total Number Added/Exiting Program During Period.*** To clarify further from discussion talking points, as per slide five of the presentation attached, this reporting process provides: total number of landlords *registered in the partner portal*; new landlord registrations in the Partner Portal (minus departures); and number of landlords using the portal during the period. Slide 12 additionally includes the total number of vouchers (client households) in each geography (Valley, South, East and West.) As with utilization, staff is assessing whether to provide additional landlord participation efforts via a separate report or as a revised visual representation within this indicator tracking process.
- ***Customer Call Center Metrics (Including Wait-times by Caller Type (e.g. landlord, client):*** As mentioned during discussion, S8 and IT continue to assess the available business intelligence capabilities of the new system and test how it categorizes and tallies the various metrics we would like to track (including wait times) to ensure reliability of data captured. Staff will then be in a better position to recommend the series of metrics that can be tracked and determine which reporting mechanism (separate team report, quarterly indicator tracking) is the best means in which to share out trends and highlights.

#### **NEXT STEPS**

In November, staff plans to return with the Q3 2022 update.

#### **Attachment**

1. Vision Plan – 2nd Quarter 2022 Data Visualization

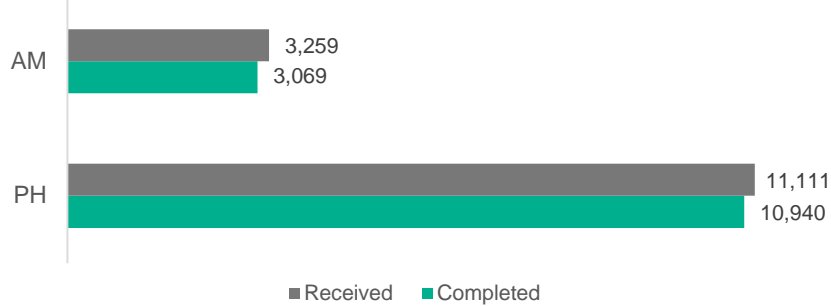
## 2022 Year in Numbers: 2<sup>nd</sup> Quarter Update



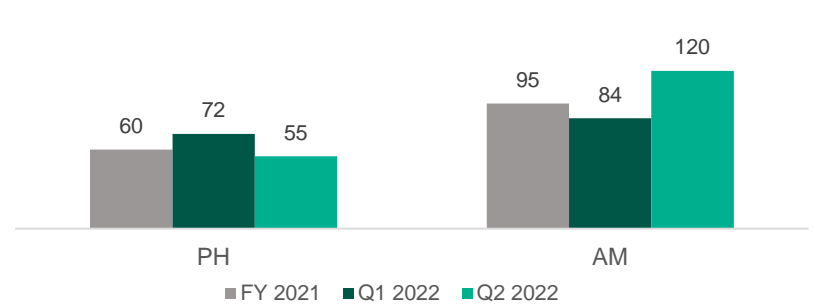


# Customer Service

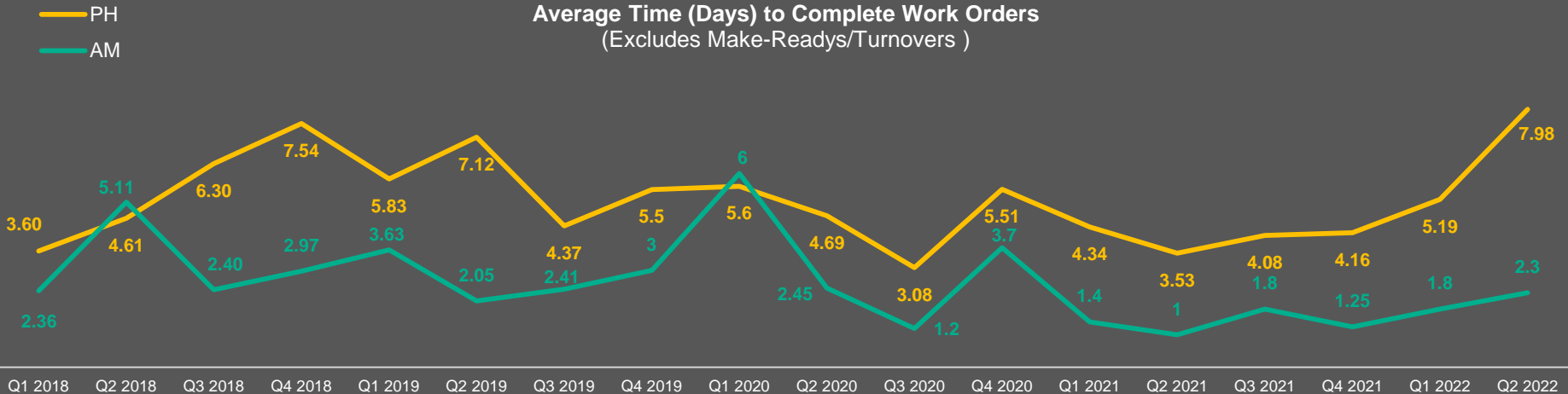
### Total Work Orders Received vs. Completed in Q2 2022



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



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



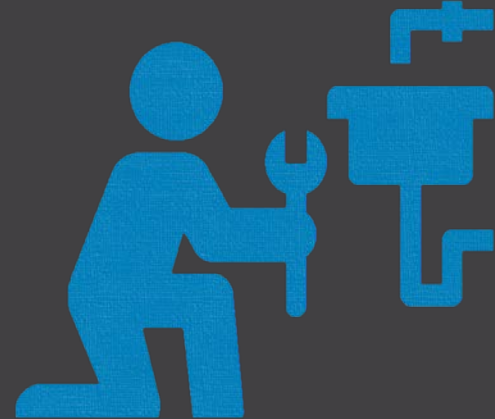
## Top Maintenance Requests:

### Asset Management

1. General Maintenance 32%
2. Plumbing 20%
3. Electrical 11%

### Public Housing

1. Plumbing 48%
2. General Maintenance 18%
3. Appliances 9%





|   | *FY 2021 | Q1 2022 | Q2 2022 |
|---|----------|---------|---------|
| RentCafe Resident Portal Registration in <b>PH</b> (total):                         | 797      | 924     | 1,007   |
| RentCafe Resident Portal Registration in <b>AM</b> (total):                         | 1,831    | 1,967   | 2,046   |
| New RentCafe Resident Users in <b>PH</b> (new registered minus program departures): | 42       | 61      | 70      |
| New RentCafe Resident Users in <b>AM</b> (new registered minus program departures): | 74       | 48      | 79      |



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

|          |        |
|----------|--------|
| *FY 2021 | 13,352 |
| Q1 2022  | 13,348 |
| Q1 2022  | 13,320 |

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

|          |     |
|----------|-----|
| *FY 2021 | 155 |
| Q1 2022  | 208 |
| Q1 2022  | 166 |

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

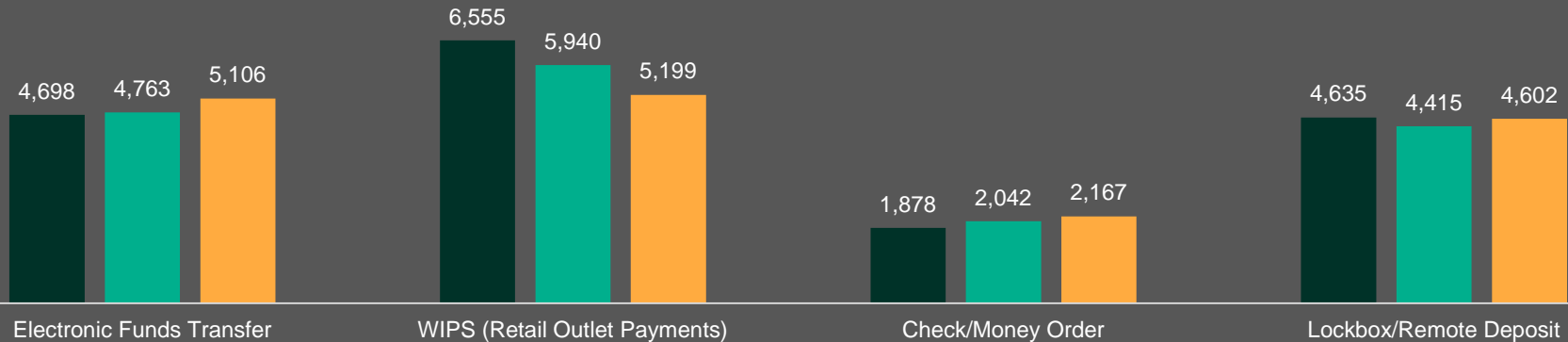
|          |       |
|----------|-------|
| *FY 2021 | 1,342 |
| Q1 2022  | 2,697 |
| Q2 2022  | 1,143 |

\* = averaged per quarter



|  | *FY 2021 | Q1 2022 | Q2 2022 |
|--|----------|---------|---------|
| Online Payments Made Total in <b>PH</b> :    | 10.5%    | 10.8%   | 12.9%   |
| Online Payments Made Total in <b>AM</b> :    | 25%      | 25%     | 26%     |
| Online Work Orders Made Total in <b>PH</b> : | 5.1%     | 6.5%    | 7.2%    |
| Online Work Orders Made Total in <b>AM</b> : | 3.2%     | 3%      | 3%      |

### Public Housing Resident Payment Types Received



\* = averaged per quarter

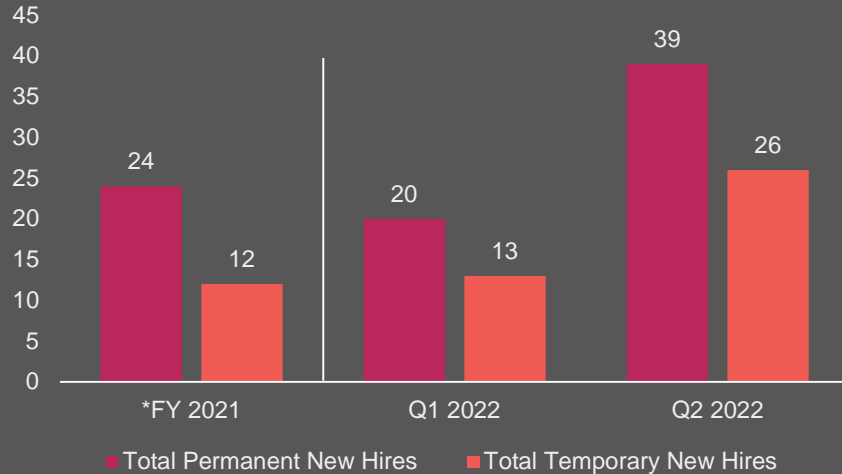
■ FY\* 2021 ■ Q1 2022 ■ Q2 2022

|                                 | ^FY 2021 | Q1 2022 | Q2 2022 |
|---------------------------------|----------|---------|---------|
| Total Vacancies Filled:         | 294      | 59      | 101     |
| Vacancies Filled via Promotion: | 45%      | 44%     | 36%     |

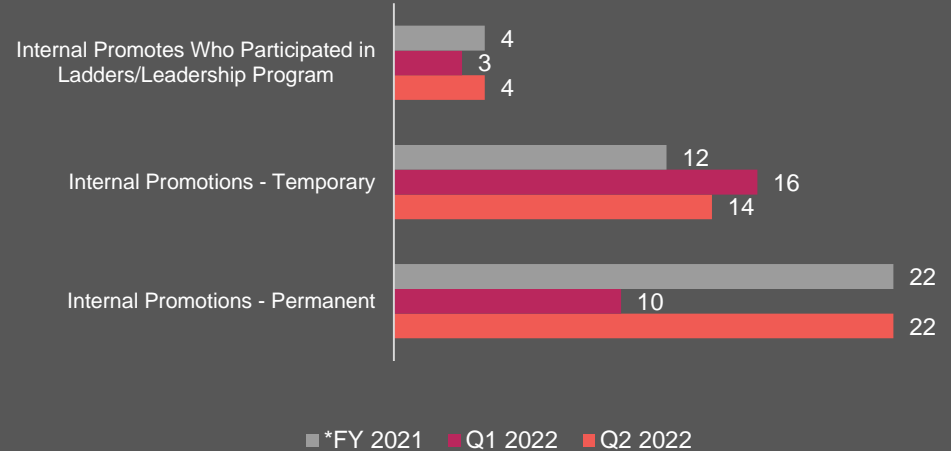


^ = grand total; \* = averaged per quarter

## New Hires



## Promotions



**Total Participating in  
HACLA Delivered  
Training**

^FY 2021 – 2,319  
 Q1 2022 – 1,230  
**Q2 2022 – 906**

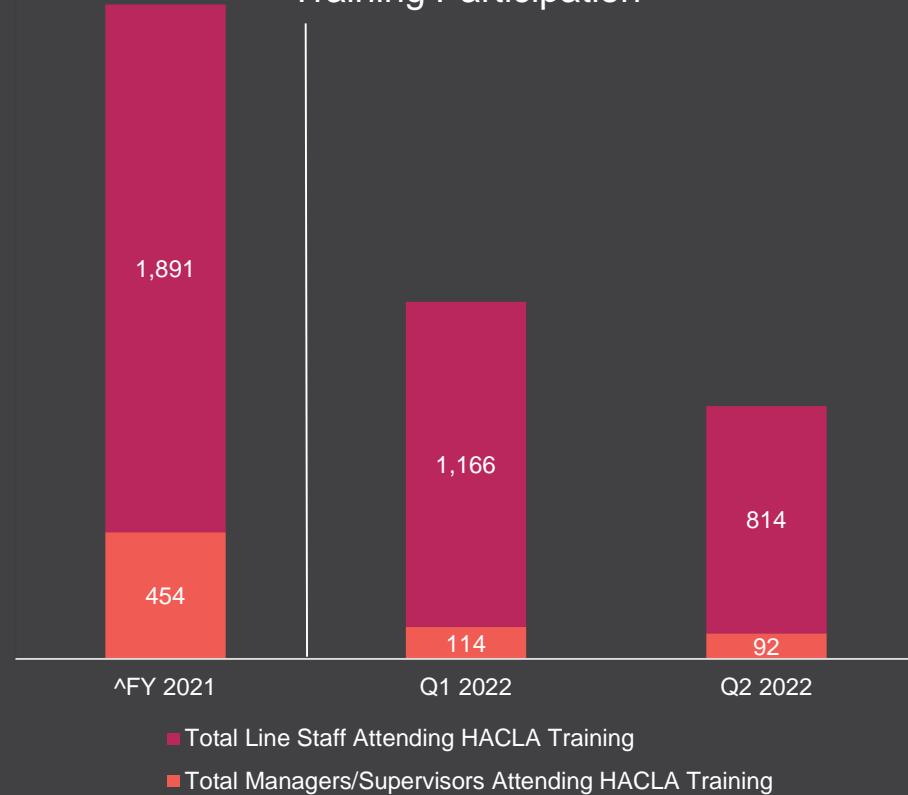
**Total Participating in  
Vendor/Online  
Training**

^FY 2021 – 73  
 Q1 2022 – 21  
**Q2 2022 – 17**

**Top Three Trainings  
Attended by Staff**

- |    |                          |
|----|--------------------------|
| 01 | EAP/Optum Training       |
| 02 | Microsoft Training       |
| 03 | Anti-Harassment Training |

^ = grand total

**Training Participation**



 Total Number of IT HELP Desk **REQUESTS**

|                |              |
|----------------|--------------|
| ^FY 2021       | 14,176       |
| Q1 2022        | 4,620        |
| <b>Q2 2022</b> | <b>5,096</b> |


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

|                |              |
|----------------|--------------|
| ^FY 2021       | 13,449       |
| Q1 2022        | 4,328        |
| <b>Q2 2022</b> | <b>5,480</b> |

**Top Three** HELP Desk Requests

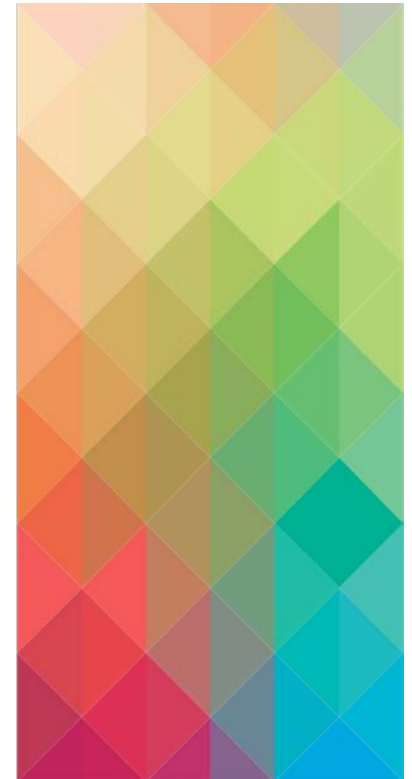
1. Install, Move, Add, or Change Request (44%)
2. Application Support – non-Enterprise (10%)
3. Desktop Support (8%)

 Total Number Viruses **DETECTED**

|                          |
|--------------------------|
| ^FY 2021 – 1,277,690     |
| Q1 2022 – 380,234        |
| <b>Q2 2022 – 389,666</b> |

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

|                            |
|----------------------------|
| ^FY 2021 – 164 (100%)      |
| Q1 2022 – 42 (100%)        |
| <b>Q2 2022 – 62 (100%)</b> |

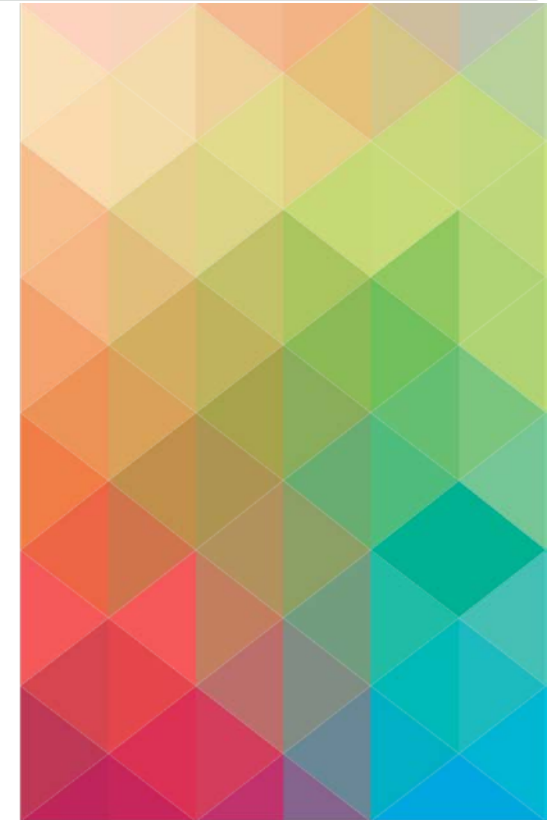


^ = grand total

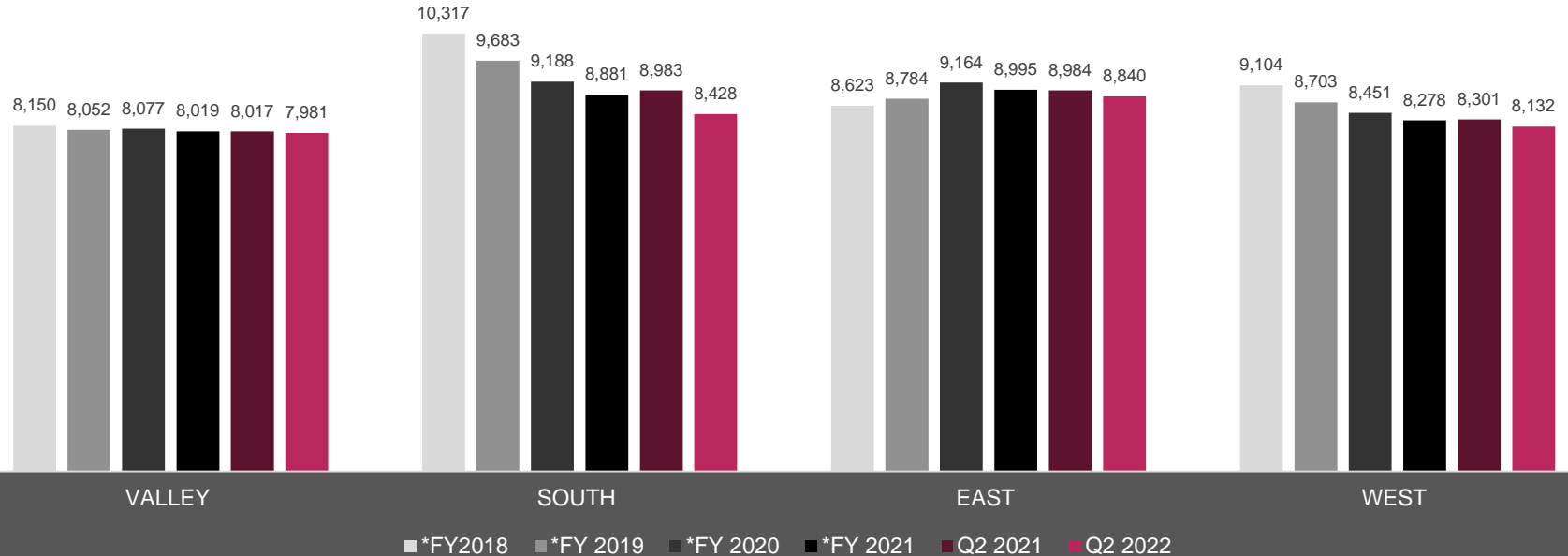


# Program Effectiveness

|  | *FY 2021 | Q1 2022 | Q2 2022 |
|--|----------|---------|---------|
| Total Individuals Housed in <b>PH</b> (excludes mixed finance PH sites under AM) | 18,056   | 17,762  | 17,597  |
| Total Individuals Housed in <b>AM</b>  | 5,068    | 5,206   | 5,196   |
| Total Individuals Housed via <b>S8</b> Department Services (Overall Total)       | 92,375   | 91,427  | 91,084  |
| Total Contracts in Service via <b>S8</b> Department (Overall Total)              | 49,098   | 48,829  | 48,625  |
| Total Households on Waitlist in <b>PH</b>  | 52,661   | 35,003  | 37,625  |
| Total On Waitlist in <b>AM</b> (Project Based Properties)                        | 8,214    | 8,149   | 8,271   |
| Total On Waitlist in <b>S8</b>   | 6,742    | 4,095   | 3,095   |
| Of those housed in the quarter (Time in Years):                                  |          |         |         |
| Average Time on Waitlist in <b>PH</b>  | 6.3      | 6.3     | 6.3     |
| Average Time on Waitlist in <b>AM</b> (Project Based Properties)                 | 6.8      | 8.4     | 7.8     |



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

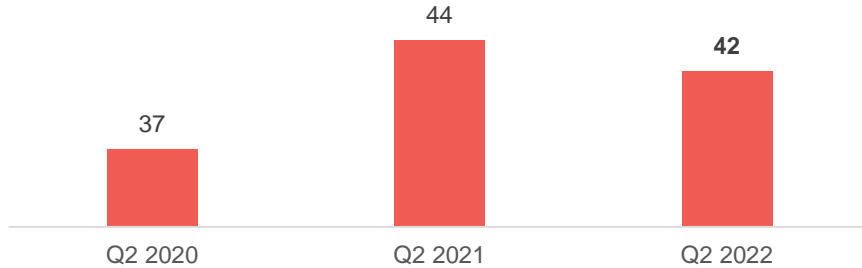


\* = averaged per quarter

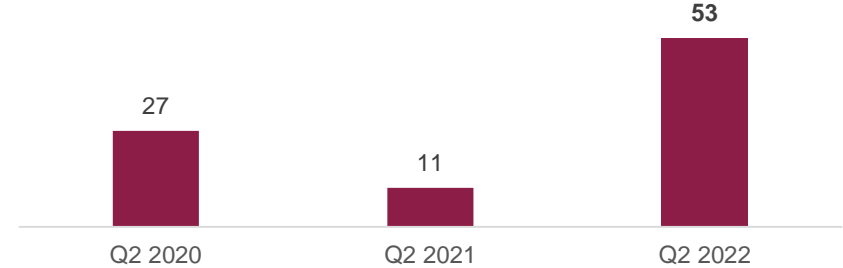




### General Workforce Placements Overall (WLAWSC)



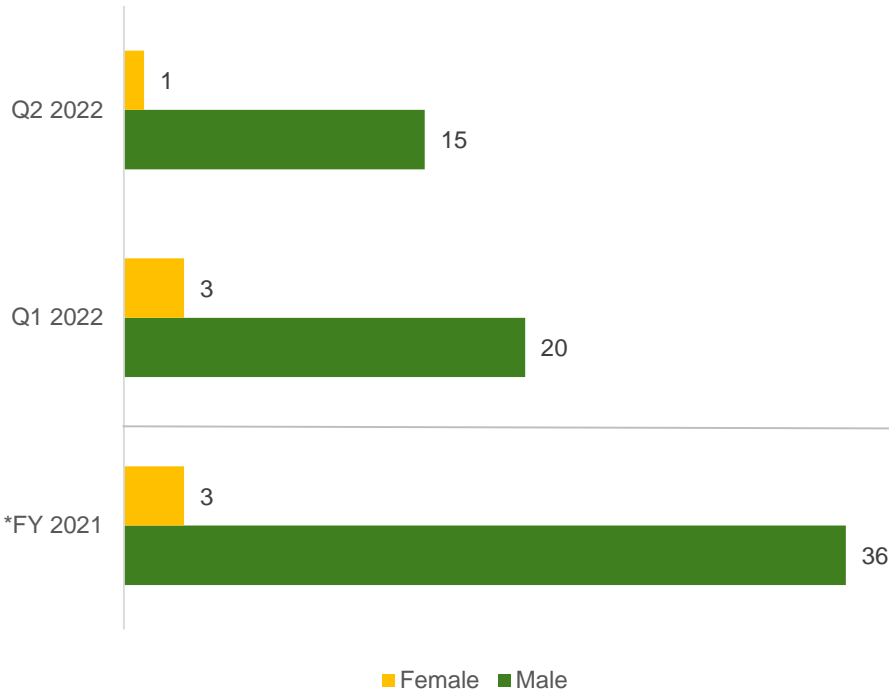
### Participating in Vocational Training (via Contract)



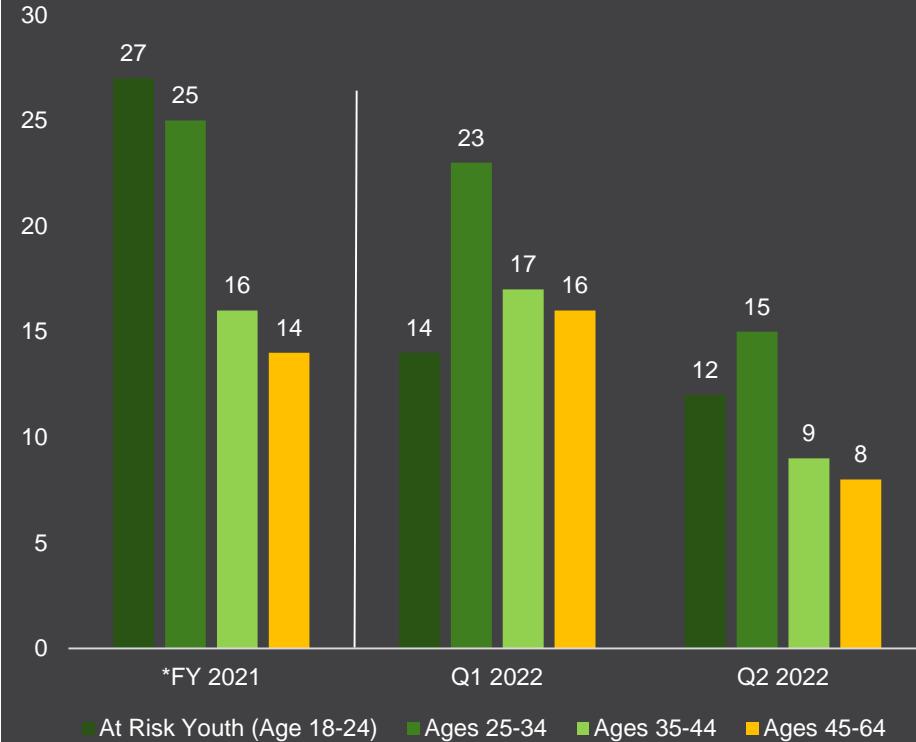
|  | FY 2021   | Q1 2022   | Q2 2022        |
|--|-----------|-----------|----------------|
| Section 3 - Employment Placements Overall                    | 329       | 70        | 44             |
| Section 3 - Employment Placements All - Male                 | 196       | 46        | 24             |
| Section 3 - Employment Placements All - Female               | 133       | 24        | 20             |
| <hr style="border-top: 1px dashed black;"/>                  |           |           |                |
| Section 3 - Employment Placements All - Average Wages Male   | \$35.86   | \$25.29   | <b>\$32.98</b> |
| Section 3 - Employment Placements All - Average Wages Female | \$18.90   | \$23.48   | <b>\$23.81</b> |
| <hr style="border-top: 1px solid black;"/>                   |           |           |                |
| Section 3 - Priority 1 Placements Overall                    | <u>77</u> | <u>17</u> | <u>11</u>      |
| Section 3 - Priority 1 Placements Male                       | 47        | 10        | 7              |
| Section 3 - Priority 1 Placements Female                     | 30        | 7         | 4              |



## Construction Placements by Gender



## Section 3 Employment Placements By Age

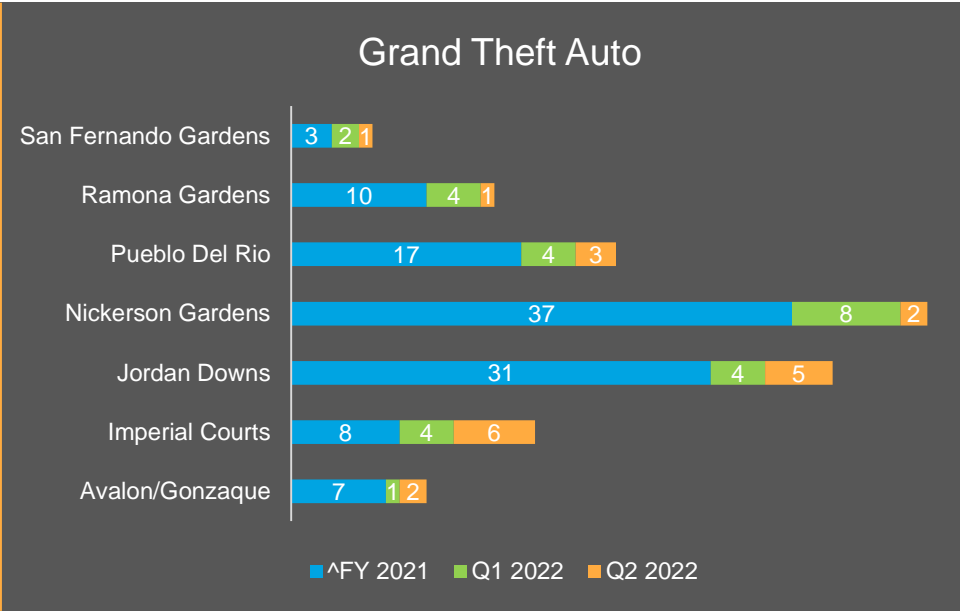
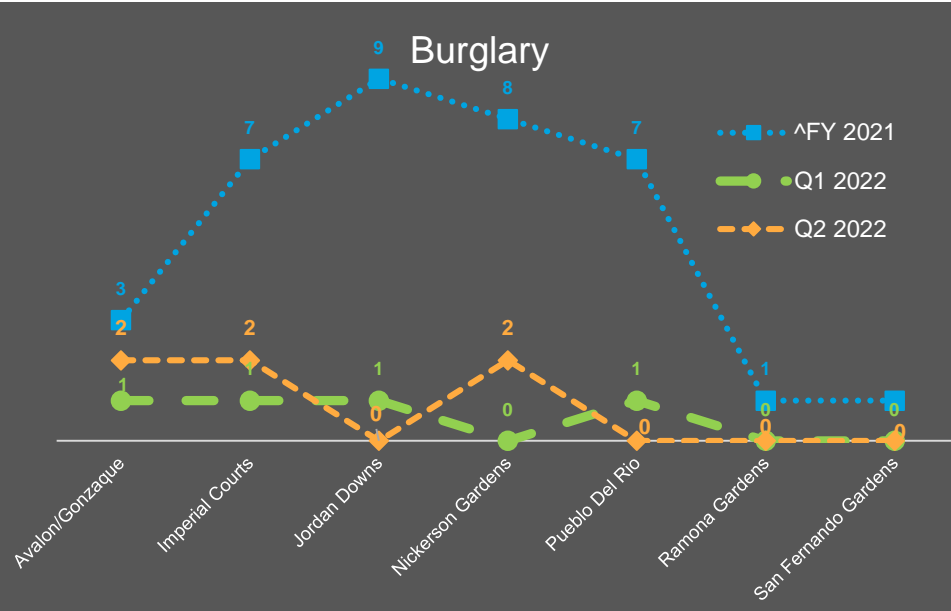


\* = averaged per quarter

**BASELINE Crime Stats**

|             | ^FY 2021 | Q1 2022 | Q2 2022 |
|-------------|----------|---------|---------|
| Shots Fired | 59       | 12      | 6       |
| Homicide    | 11       | 1       | 1       |
| Rape        | 3        | 2       | 2       |

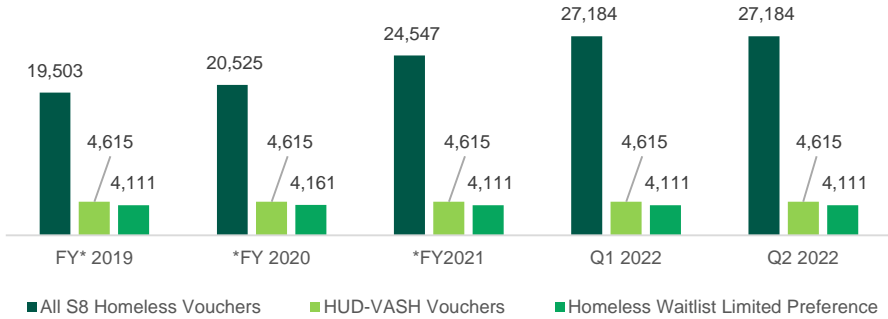
^ = grand total



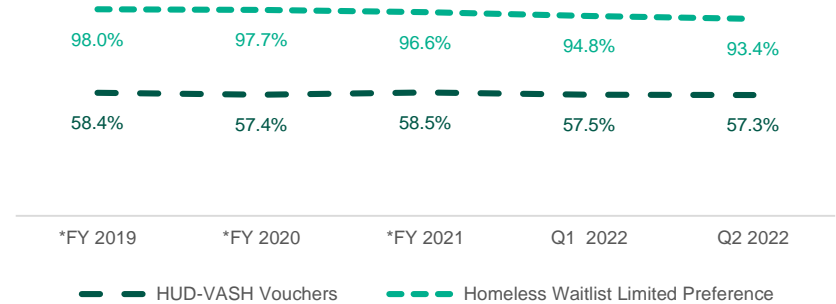


# Homelessness

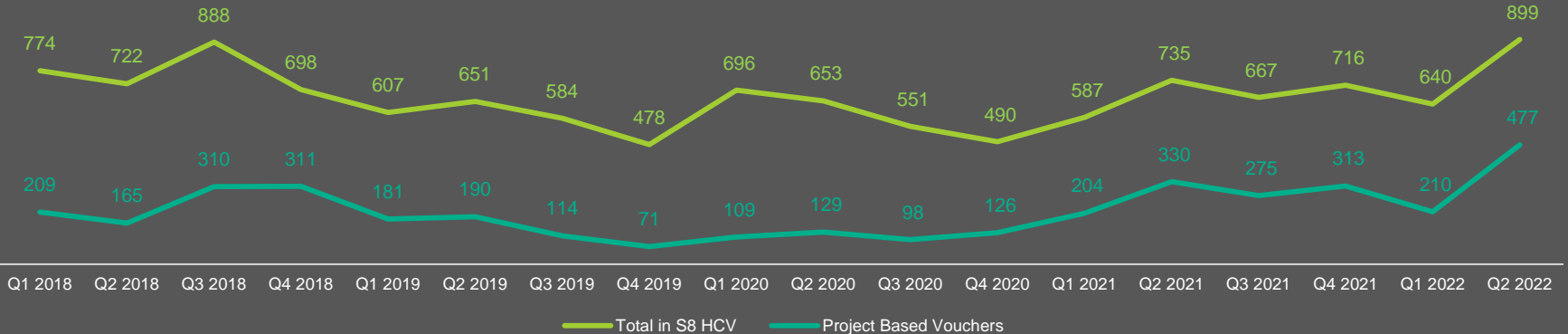
### Total Vouchers Committed to Homelessness



### Utilization % for Homeless Voucher Programs



### Total Leases Signed





## 2022 Focus Areas

2021 Grand Total: \$107.7M

|                                    | <u>Q1</u> | <u>Q2</u> |
|------------------------------------|-----------|-----------|
| New Grants Awarded in 2022 (#)     | 23        | 1         |
| New Funding Committed in 2022 (\$) | \$38.8M   | \$1M      |



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Q2 2022: *California Energy Commission - Reliable, Equitable, and Accessible Charging For Multi-Family Housing (REACH)*

## Strategic Partnerships Developed/Expanded:

