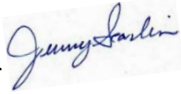





TO: HACLA Board of Commissioners
FROM: Jenny Scanlin, Chief Development Officer 
THROUGH: Douglas Guthrie, President & CEO 
DATE: December 15, 2022
SUBJECT: Vision Plan Update: 3rd Quarter 2022 Data Visualization

This memo reflects progress captured through the 3rd 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. Asset Management completed about 96% of work orders received this quarter, while Public Housing completed about 94% of the work orders received. 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 HUD target to complete 96% of emergency work orders within 24 hours, with 99% of emergency work orders completed. Asset Management was able to reduce the average time to complete work orders by almost a day, from 1.56 days as compared to 2.3 days in Q2 2022 (a 32% decrease).

The time it takes to **prepare a unit for leasing** in the Public Housing portfolio has increased this quarter to 67.78 days from 55 days in Q2 2022; this is above the average of 60 days in FY 2021. A multitude of factors impact unit turnaround time, including access to materials and staffing resources. Asset Management's average vacant unit turnaround time decreased from 120 days last quarter, to 108 days in Q3. This quarter, staff reported that property managers aggressively marketed senior/affordable units in order to match income-qualified clients faster, improving vacant unit turn-around times.

RentCafé registrations and new user totals continue to make steady progress. In Asset Management, 145 new sign-ups occurred this quarter, bringing the grand total to 2,191 residents registered in the portal. This is a significant increase in new sign-ups relative to Q2 (79 sign-ups) and can be credited to continued promotion of online services available in Rent Café. The team also maintained an online payment rate of 27% during the period which is slightly above the average online payment rate for FY 2021 (25%). Public Housing also increased RentCafé registrations to a new high of 1,067 residents, a nearly 25% increase over the 2021 quarterly average of 797

Housing Authority of the City of Los Angeles

☎ 2600 Wilshire Blvd., Los Angeles, CA 90057 ☎ 833-HACLA-4-U ✉ info@hacla.org 📍 hacla.org

registrations. Public Housing's 14% online payment rate reflects a steady upward increase as compared to last fiscal year's average of 10.5%. Reviewing payment methods used by public housing residents, the WIPS retail card payment option remains the most popular, increasing to 5,475 payments as compared to the 5,199 WIPS payments made last quarter. However, WIPS payments this quarter are still significantly lower than the FY 2021 average of 6,555, reflecting the reduction in vendors/venues participating in the program. As this number increases, it appears residents have found alternate venues. At the same time, online payment methods have experienced steady growth, making up 30% of all payments 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 third quarter of 2022, HR filled 100 vacancies of which nearly half were filled through temporary and permanent promotions. This general increase in recruitment activity is partially explained by a mid-year budget allocation that allowed Section 8 (the team with the bulk of hiring movement during the quarter) to increase unit-wide capacity through filling new positions.

The **Top Trainings Attended by Staff** were (1) Anti-Harassment Trainings, (2) Covid-19 Prevention, (3) and Liebert Cassidy Whitmore led webinar trainings on various topics. While participation this quarter overall (738 staff) slightly dipped from Q2 (906 staff), the total number of Managers/Supervisors attending training increased from 92 staff last quarter to 164. HR staff reported a strong focus this past quarter on encouraging Managers and Supervisors to attend trainings. Supervisors and managers have been encouraged to attend sponsored trainings and supervisor level courses within HTVN.org. The team is also in the process of acquiring a more robust learning management system with the goal to increase training participation in 2023.

The number of **Help Requests** received by Information Technology (IT) staff decreased by 9.6% from this past quarter (4,608 requests) as compared to last quarter (5,096 requests). Although requests decreased slightly this quarter, they still well exceeded the total number of tickets in Q3 2021 (3,856 requests). 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.

Within the **Program Effectiveness** grouping of indicators, the number of **individuals housed** saw minor fluctuations again, with slight decreases in Public Housing (down 4% from last year's quarterly average of 18,056) and Section 8 (down 2.3% from last year's quarterly average of 92,375), and a slight increase in Asset Management from last year's quarterly average of 5,068. Section 8's waitlist is 2,094 this quarter as compared to 6,742 averaged in FY 2021. In Section 8, the reduction in waitlist is primarily due to an increase in eligibility interviews for applicants. Notably, the Section 8 Waitlist is in the process of being updated and will include 30,000 new households. In Public Housing, the waitlist duration rate is due to a 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 Q3 2021 (39 or 13% higher) and slightly dipped from Q3 2020 (51 or 11.8% lower), whereas participation rates in vocational training increased significantly from Q3 2020 (37) and Q3 2021 (83) to Q3 2022 (211). The large increase in vocational training numbers is due to including Summer Youth Employment Program training participation in this quarter's numbers, which previously have been unreported; without SYEP included, vocational training participation would have totaled 56, a moderate increase from Q2. Moving forward, SYEP training will be included and Q3's numbers for vocational training participation rates should be considered the new baseline.

This quarter saw an increase in Overall Section 3 Employment placements (84) as compared to Q2 2022 (70); female construction placements also increased significantly, from 24 placements in Q2 2022 to 43 placements in Q3 2022. The increase in female employment largely stems from HACLA direct hires as well as some administrative hires through HACLA vendors. The increase in HACLA direct hires of female Section 3 employees stemmed from a hiring event in connection with Rose Hill Courts redevelopment work. Section 3 at-risk youth placements nearly doubled this quarter, from 17 in Q2 to 30 in Q3; staff shared that an increased emphasis in staff training on providing referrals at WorkSource Centers across public housing sites may have contributed to the increase. There was also a significant increase in wages for both males and females this quarter. Wages for men increased from \$37.98 last quarter to \$43.19 in Q3, and wages increased for women from \$27.97 in Q2 to \$34.20 in Q3. Increases in wages this quarter may be due to an increase in state wage requirements in June, as well as an increase in the number of laborers hired in Q3 at \$62.02 per hour. Overall, there has been a steady increase in wages for men and women over the last three quarters. As it stands, men's salaries in Q3 are 17% higher than the average in FY 2021. Women's salaries in Q3 2022 are nearly 45% higher than the average in FY 2021.

Within the **Community Safety Partnership (CSP)**, baseline crime statistics remained relatively consistent. 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. All sites experienced an uptick of varying degrees in Grand Theft Auto cases reported this quarter, except for Imperial Courts. Jordan Downs reported the most notable uptick in Grand Theft Auto cases with an increase from 5 cases reported in Q2 to 23 in Q3. Staff reported that the increase was largely centered at Freedom Plaza and may be due to circulation on social media of instructions for remotely activating certain car models. CSP is working to address this issue. Grand Theft Auto at Jordan Downs is now trending to increase in FY 2022 as compared to FY 2021.

The total available vouchers to support **Homelessness** continue to increase year over year and currently remain at 27,605 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 58.4% in FY 2021. For Homeless Waitlist Limited Preference, utilization rates are 91.5% this quarter as compared to 96.6% in FY 2021. Leases signed for S8 Housing Choice Voucher (HCV) experienced an uptick, while leases signed for Project Base Vouchers have trended downwards this quarter. The 978 leases signed for S8 HCV in Q3 represent an 8% increase over last quarter (899). Leases signed dipped for Project Based Vouchers to 339 in Q3 as compared to 477 in Q2 (an all-time high). It's worth noting that the 339 leases signed in Q3 2022 are still higher than Q3 of 2021, where 275 leases were signed.

Within the **Funding Diversification** category, this quarter HACLA received 15 grants totaling a little over \$14M. These new awards bring our year-to-date total to 39 grants for a combined total award of nearly \$54M. The Strategic Initiatives team has also developed or expanded four partnerships across several sectors, including an expanded relationship with the Los Angeles Department of Mental Health to provide mental health courses at Public Housing sites. Other expanded partnerships include Fulgent Genetics (Covid-19 vaccination campaign) and the Los Angeles County Department of Public Health (Covid-19 vaccination campaign.)

NEXT STEPS

In February 2023, staff plans to return with the Q4 2022 update.

Attachment

1. Vision Plan – 3rd Quarter 2022 Data Visualization

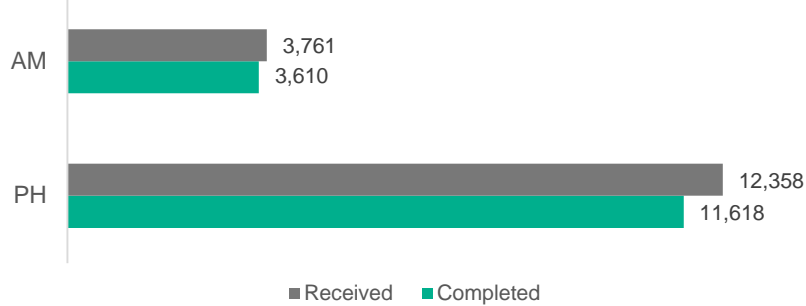
2022 Year in Numbers: 3rd Quarter Update



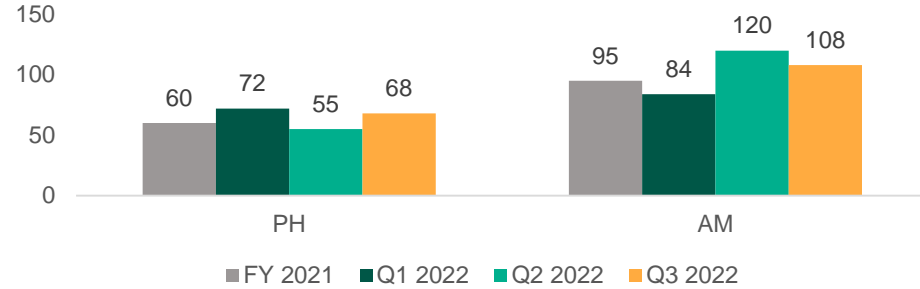


Customer Service

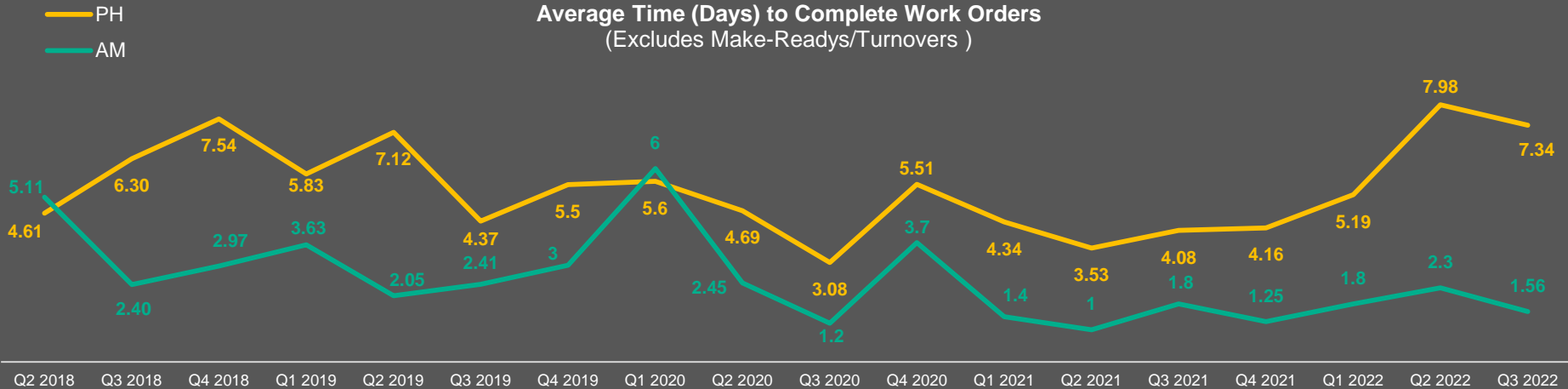
Total Work Orders Received vs. Completed in Q3 2022



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



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



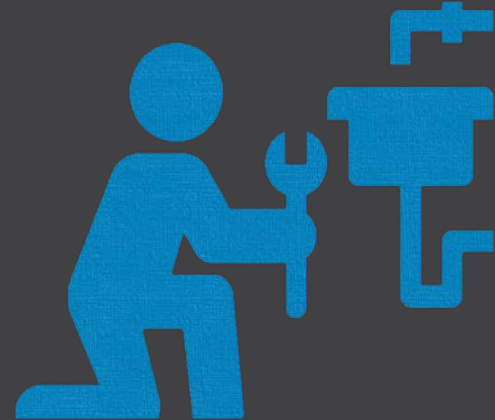
Top Maintenance Requests:

Asset Management

1. General Maintenance 41%
2. Plumbing 18%
3. Electrical 10%

Public Housing

1. Plumbing 43%
2. General Maintenance 20%
3. Appliances 8%



	*FY 2021	Q1 2022	Q2 2022	Q3 2022
RentCafe Resident Portal Registration in PH (total):	797	924	1,007	1,067
RentCafe Resident Portal Registration in AM (total):	1,831	1,967	2,046	2,191
New RentCafe Resident Users in PH (new registered minus program departures):	42	61	70	68
New RentCafe Resident Users in AM (new registered minus program departures):	74	48	79	145



S8 Landlords Registered in Partner Portal (total)

*FY 2021	13,352
Q1 2022	13,348
Q2 2022	13,320
Q3 2022	13,273

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

*FY 2021	155
Q1 2022	208
Q2 2022	166
Q3 2022	150

S8 Landlords Actively Using Partner Portal (during quarter)

*FY 2021	1,342
Q1 2022	2,697
Q2 2022	1,143
Q3 2022	2,465

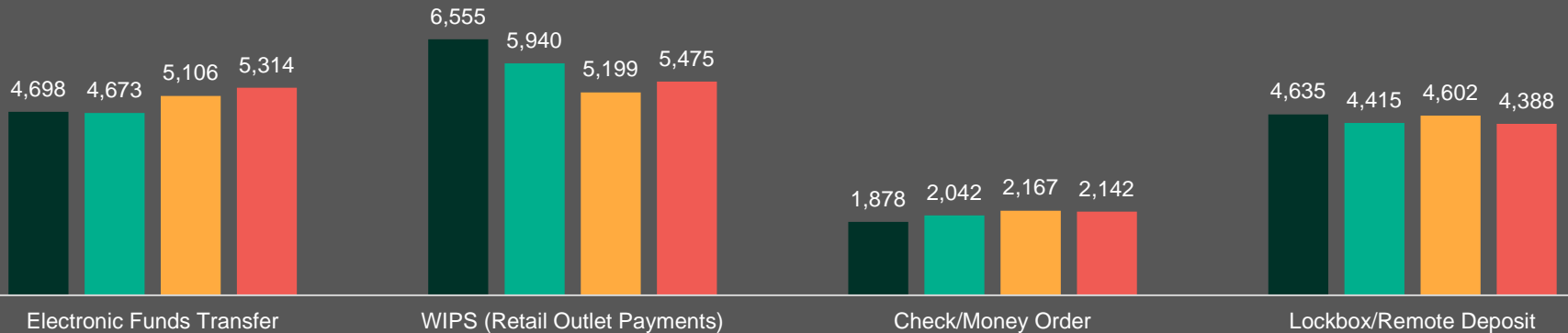
* = averaged per quarter

Online Usage Rate



	*FY 2021	Q1 2022	Q2 2022	Q3 2022
Online Payments Made Total in PH :	10.5%	10.8%	12.9%	14%
Online Payments Made Total in AM :	25%	25%	26%	27%
Online Work Orders Made Total in PH :	5.1%	6.5%	7.2%	7.3%
Online Work Orders Made Total in AM :	3.2%	3%	3%	3.5%

Public Housing Resident Payment Types Received



* = averaged per quarter

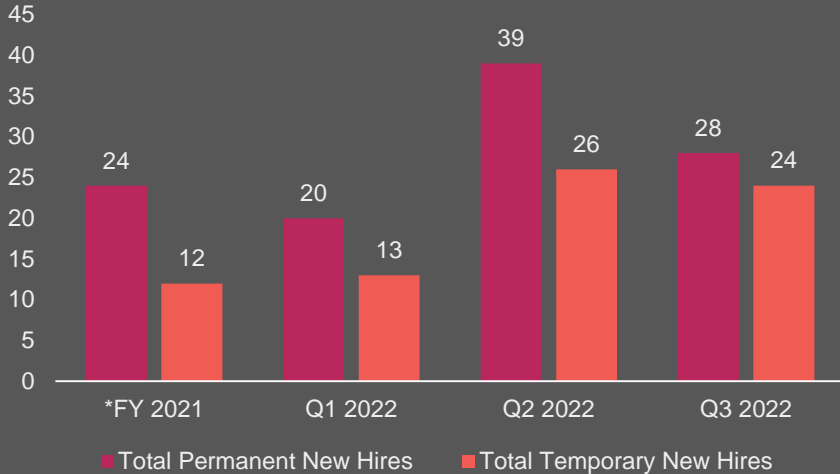
■ FY* 2021 ■ Q1 2022 ■ Q2 2022 ■ Q3 2022

	^FY 2021	Q1 2022	Q2 2022	Q3 2022
Total Vacancies Filled:	294	59	101	100
Vacancies Filled via Promotion:	45%	44%	36%	48%

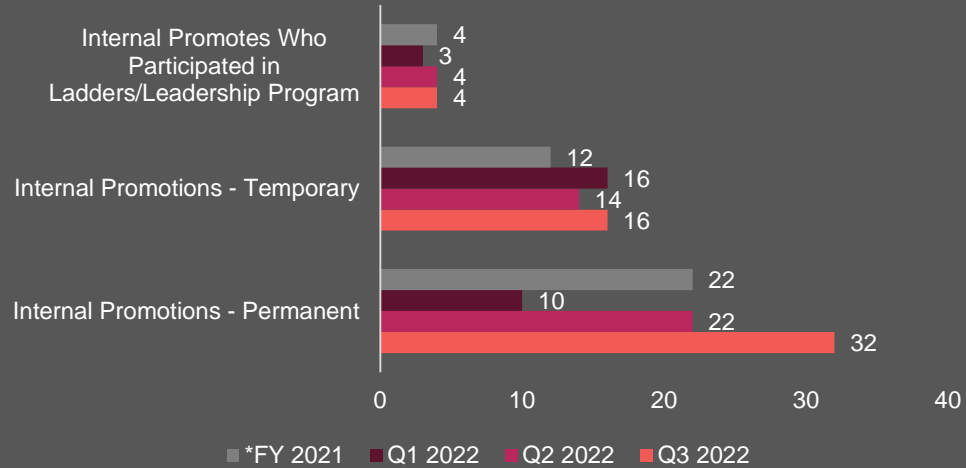


^ = grand total; * = averaged per quarter

New Hires



Promotions



**Total Participating in
HACLA Delivered
Training**

^FY 2021 – 2,319
 Q1 2022 – 1,230
 Q2 2022 – 906
Q3 2022 – 738

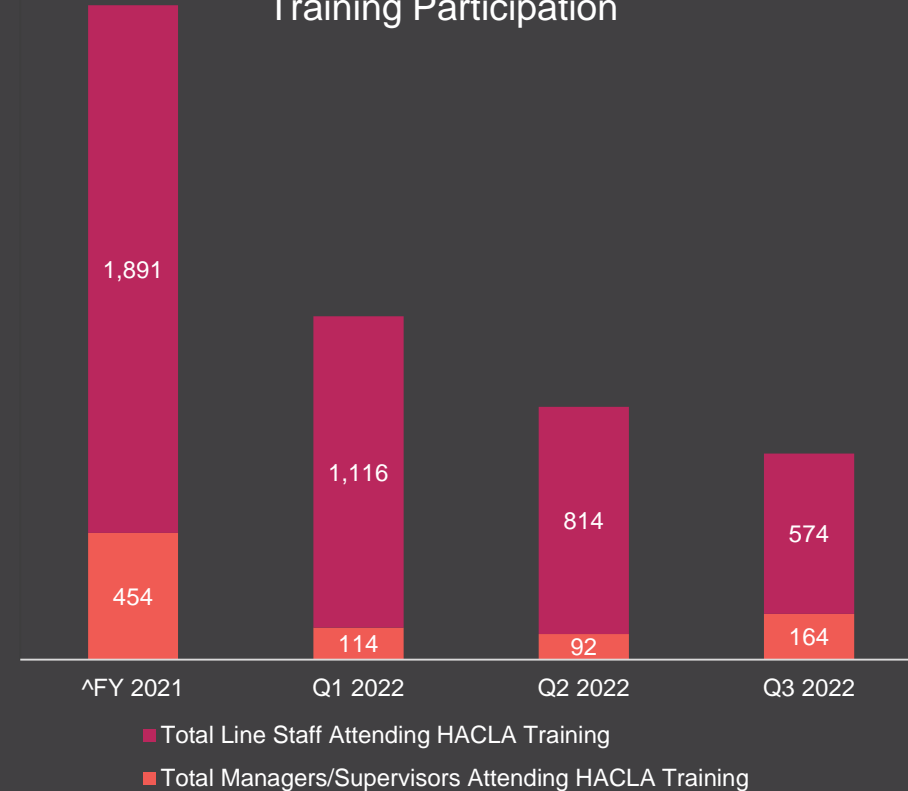
**Total Participating in
Vendor/Online
Training**

^FY 2021 – 73
 Q1 2022 – 21
 Q2 2022 – 17
Q3 2022 – 13

**Top Three Trainings
Attended by Staff**

- 1 **Anti-Harassment Online Training**
- 2 **COVID Prevention**
- 3 **Webinars – Various Topics**

^ = grand total

Training Participation



 Total Number of IT HELP Desk **REQUESTS**

^FY 2021	14,176
Q1 2022	4,620
Q2 2022	5,096
Q3 2022	4,608

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

^FY 2021	13,449
Q1 2022	4,328
Q2 2022	5,480
Q3 2022	4,514

Top Three HELP Desk Requests

1. Install, Move, Add, or Change Request (46%)
2. Application Support – non-Enterprise (11%)
3. Desktop Support (6%)

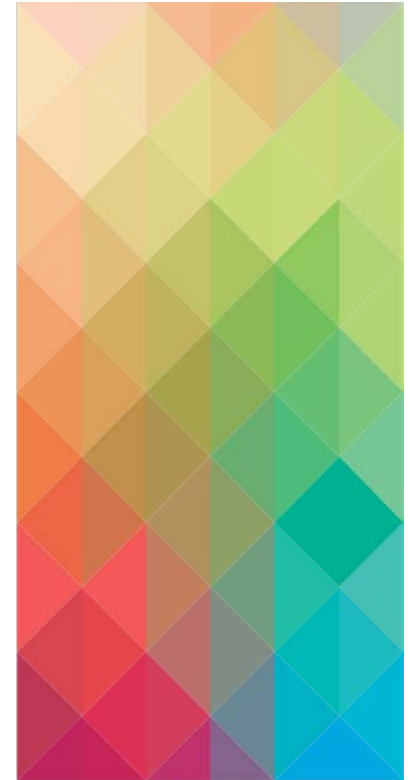
 Total Number Viruses **DETECTED**

^FY 2021 – 1,277,690
 Q1 2022 – 380,234
 Q2 2022 – 389,666
Q3 2022 – 358,722

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

^FY 2021 – 164 (100%)
 Q1 2022 – 42 (100%)
 Q2 2022 – 62 (100%)
Q3 2022 – 56 (100%)

^ = grand total



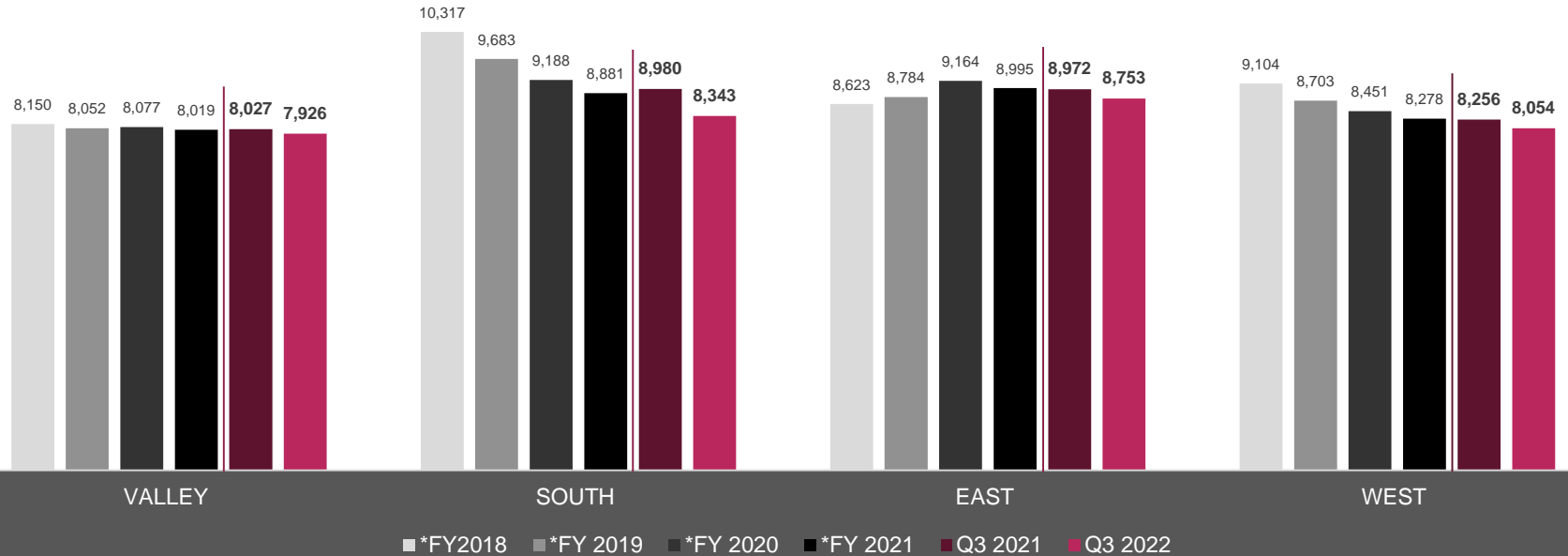


Program Effectiveness

	*FY 2021	Q1 2022	Q2 2022	Q3 2022
Total Individuals Housed in PH (excludes mixed finance PH sites under AM)	18,056	17,762	17,597	17,318
Total Individuals Housed in AM	5,068	5,206	5,196	5,198
Total Individuals Housed via S8 Department Services (Overall Total)	92,375	91,427	91,084	90,208
Total Contracts in Service via S8 Department (Overall Total)	49,098	48,829	48,625	48,448
Total Households on Waitlist in PH	52,661	35,003	37,625	41,099
Total On Waitlist in AM (Project Based Properties)	8,214	8,149	8,271	8,478
Total On Waitlist in S8	6,742	4,095	3,095	2,094
Of those housed in the quarter (Time in Years):				
Average Time on Waitlist in PH	6.3	6.3	6.3	6.6
Average Time on Waitlist in AM (Project Based Properties)	6.8	8.4	7.8	8.1



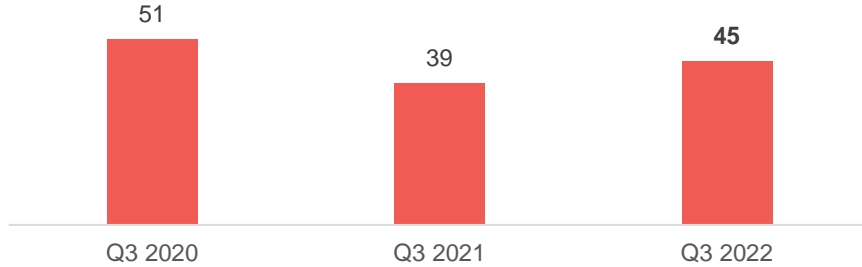
Tenant Based Vouchers - S8 Units By Service Area



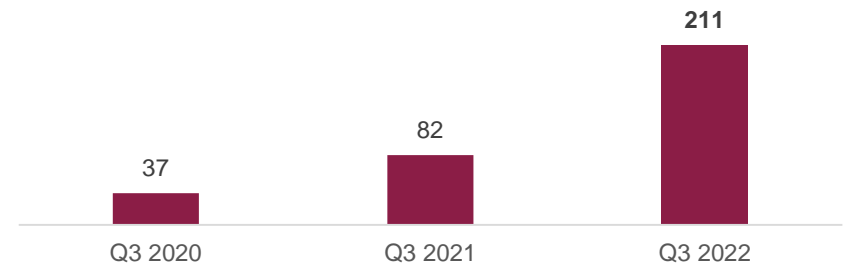
* = averaged per quarter



General Workforce Placements Overall (WLAWSC)



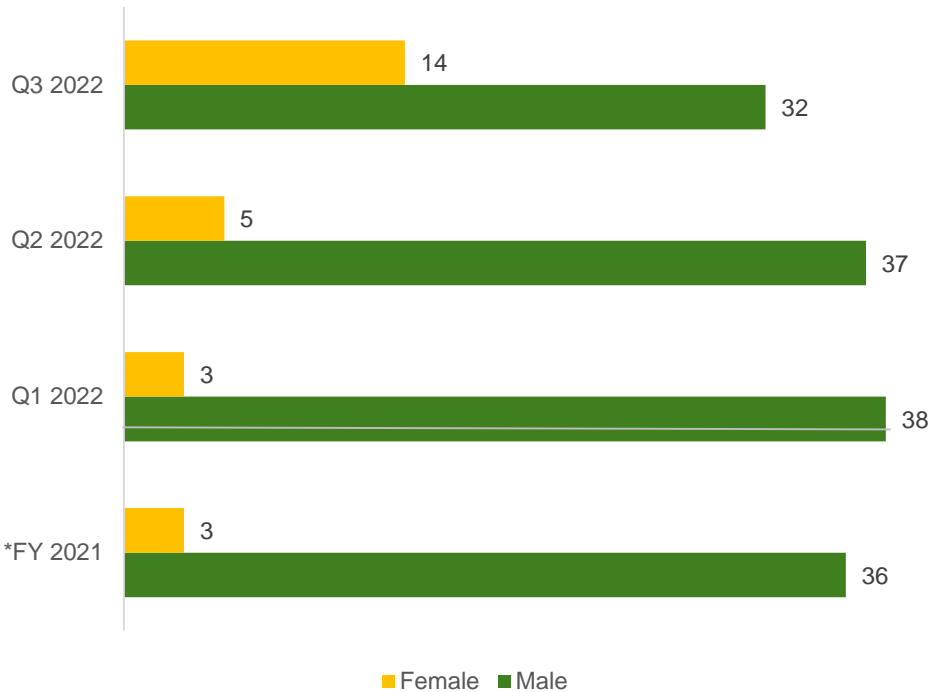
Participating in Vocational Training (via Contract)



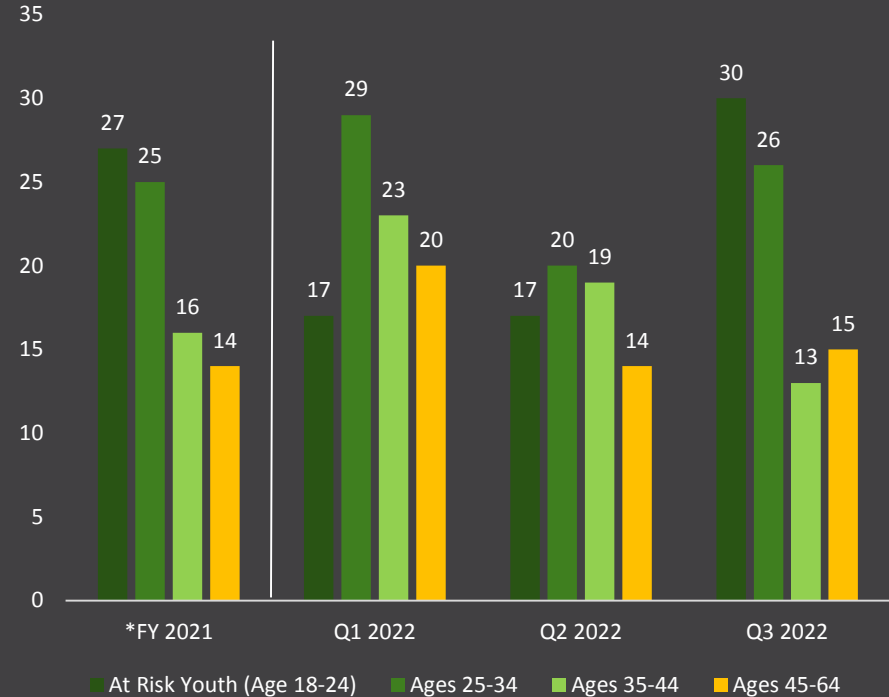
	FY 2021	Q1 2022	Q2 2022	Q3 2022
Section 3 - Employment Placements Overall	329	89	70	84
Section 3 - Employment Placements All - Male	196	65	46	41
Section 3 - Employment Placements All - Female	133	24	24	43
Section 3 - Employment Placements All - Average Wages Male	\$35.86	\$31.98	\$37.98	\$43.19
Section 3 - Employment Placements All - Average Wages Female	\$18.90	\$23.72	\$27.97	\$34.20
Section 3 - Priority 1 Placements Overall	<u>77</u>	<u>25</u>	<u>20</u>	<u>24</u>
Section 3 - Priority 1 Placements Male	47	18	12	10
Section 3 - Priority 1 Placements Female	30	7	8	14



Construction Placements by Gender



Section 3 Employment Placements By Age

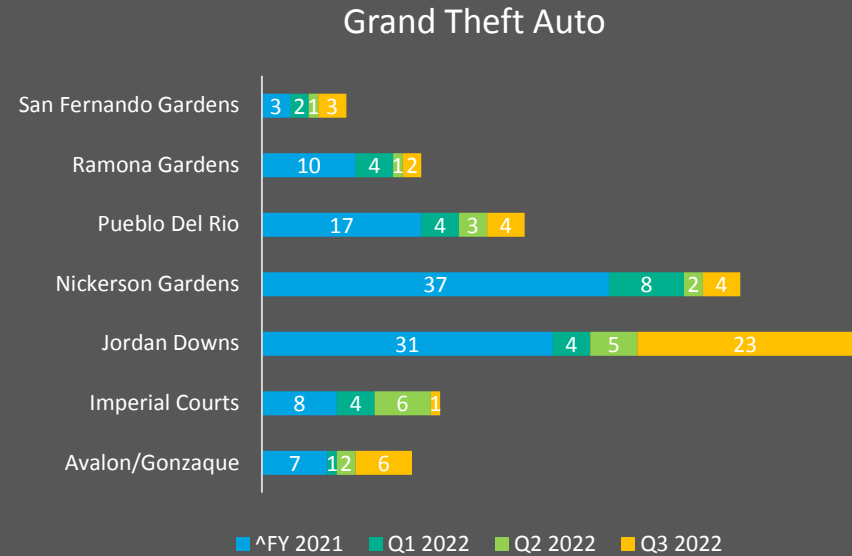
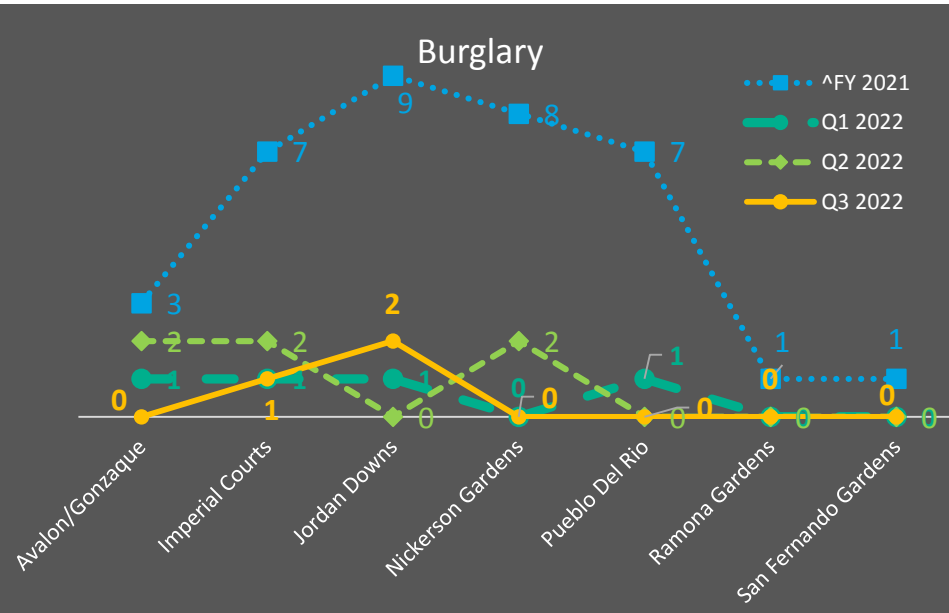


* = averaged per quarter

BASELINE Crime Stats

	^FY 2021	Q1 2022	Q2 2022	Q3 2022
Shots Fired	67	14	6	11
Homicide	4	1	1	1
Rape	4	2	2	1

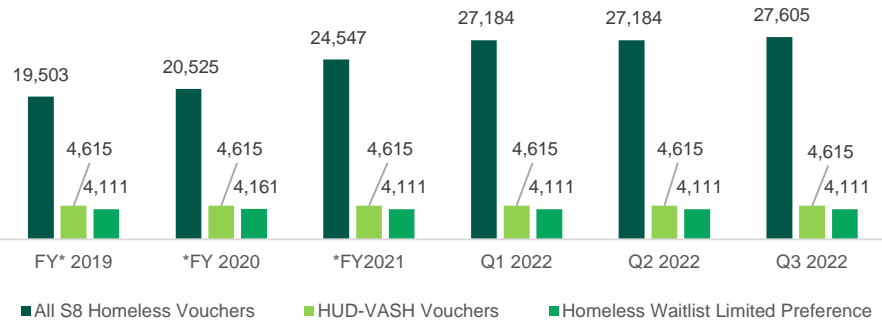
^ = grand total



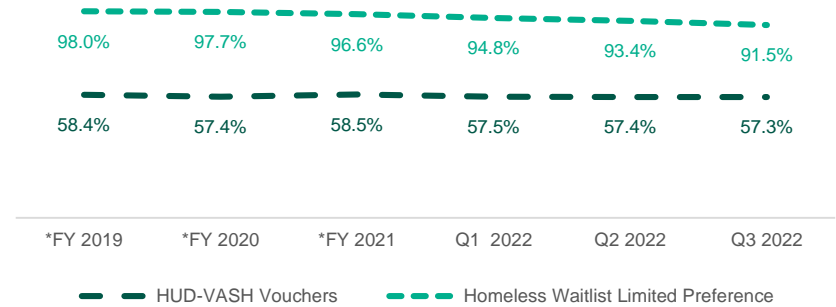


Homelessness

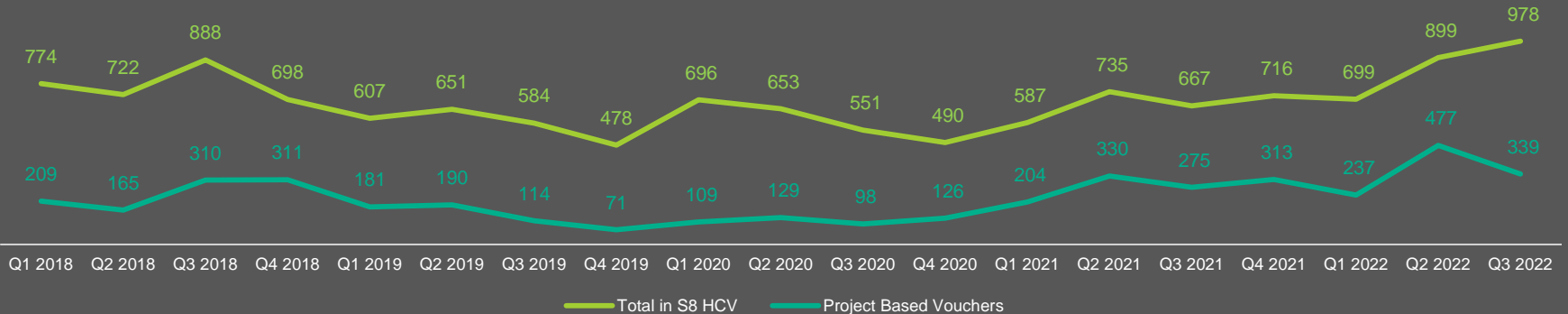
Total Vouchers Committed to Homelessness



Utilization % for Homeless Voucher Programs



Total Leases Signed





Funding Diversification & Partnerships

2021 Grand Total: \$107.7M

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>
New Grants Awarded in 2022 (#)	23	1	15
New Funding Committed in 2022 (\$)	\$38.8M	\$1M	\$14M



Q3 2022: *Continuum Of Care (7); Calworks TANF ; System Involved Youth; WIOA Adult; WIOA Dislocated Worker; Other Underserved Youth; City General Fund; JJCPA; Transitional Subsidized Employment*

Strategic Partnerships Developed/Expanded:

2022:

Q1:

6

Q2:

17

Q3:

3

2021 Totals
2022 Q1+Q2+Q3



Education



Job Training



Government
Agencies



Private
Businesses



Public
Health



Non-
Profits

Q3: Los Angeles Department of Mental Health (expanded); Fulgent Genetics (expanded); Los Angeles County Department of Public Health (expanded)