

**HOUSING AUTHORITY OF THE CITY OF LOS ANGELES**  
**INTEROFFICE MEMORANDUM**

TO: HACLA Board of Commissioners

FROM: Jenny Scanlin, Chief Strategic Development Officer

THROUGH: Douglas Guthrie, President & CEO

DATE: December 17, 2020

**SUBJECT: *Build HOPE* Update: 3rd Quarter 2020 Data Visualization**

This memo continues from the September update on indicator tracking and reflects progress captured during the 3rd quarter of 2020.

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**PATHWAYS:**

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

*OR SO*

**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.*

--- *OR SO* ---

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

*OR SO*

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

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**KEY FINDINGS**

In review of our property management indicators for **Customer Service** there was a divergence in data between Public Housing and Asset Management portfolios. Asset Management continued a downtrend in the number of work orders received with an 18% drop in quarter three over quarter two and 95% completion rate (which is up 15% over the 80% completion rate experienced in the second quarter.) They are also continuing their positive trend of decreasing their time to complete work orders to a little over one day – which is a new record since this indicator was tracked.

Public Housing has experienced a 14% spike in requests with a 94% completion rate which is a slight dip (2%) in completion over their quarter two totals. The team also achieved a record drop in average time at just over three days to complete routine work orders and averaged a 99.3% completion rate for abatement of emergency work orders within 24 hours

which more than exceeds their target of maintaining at least a 96% completion rate for emergency requests.

Looking back at the same quarters in 2019 for both Asset Management and Public Housing there is a similar spike/dip pattern which further confirms a seasonal trend in numbers of requests being made. In assessment of similar trending in the overall completion rates, the level of complexity of individual requests made and the ready availability of necessary resources to address them are the consistent factors continuing to affect completion rates in a more randomized impact pattern.

In the third quarter, both teams also saw similar spike rates in vacant unit turn-around time. Some noted reasons for these upticks include applicants with offers not able to see unit due to COVID, "vacate" date delays preventing unit access, COVID related delays on application approval by Affordable Contract Administrators, and more complex repairs/upgrades needed as part of the leasing process.

Plumbing again continues to be the number one work order request in both shops since initiation of tracking the top three maintenance requests in the beginning of 2019. For Public Housing, general maintenance and appliance repairs consistently round out their top three requests. For Asset Management, electrical repairs are the solid second highest request, with janitorial requests (in part prompted by COVID prevention efforts) entering the top rankings for the first time at third place.

Usage of the Rent Café Portal has seen a steady rise in usage for both teams. Delving into system analytics, we found the average visit duration was 19 minutes and one unique page view per visit in Public Housing vs. one and a half hours in duration and 23 unique pages visited in Asset Management; however, this total duration in Asset Management includes an average idle time of 1.1 hours taking the active usage timing down to 23 minutes. In Public Housing, online payments are still significantly lower, so again we are looking at the resident payment types so we can get a better understanding of preferences and potential changes in trends over time. Residents are consistently taking greatest advantage of the WIPS retail card payment option (47.6%) as well as the Electronic Funds Transfer (35%), and over the three quarters of 2020 these totals have been holding pretty steady, with Check/Money Order showing the most fluctuation.

In review of our Human Resources practices, the total number of vacancies filled increased by 11% and the number of internal promotions filling our vacancies dipped 37% over last quarter. There was also a significant drop (64%) in training attendance from second to third quarter but there was also a correlating drop (44%) in the total number of courses taken in the third quarter as well mainly due to cancellation/postponement of live trainings. Line staff continue to be four and a half times more likely to attend training than supervisory staff. The top attended trainings this period were for Fair Housing and Reasonable Accommodation and CA Employee Harassment Prevention, with the courses offered through our Employee Relations Consortium coming in third.

The number of Help Requests received and resolved by our Information Technology (IT) staff showed a small (3%) increase in the third quarter and all three of the top requests during this

period were due to increases in remote access to our systems as part of ongoing teleworking by staff. Even with this steady climb, the team completion rate was higher than their ticket open rate; and, when we reviewed the factors behind this number, confirmed the date range for the pulls are not normalized to match the actual tickets opened during the same period. The Help Desk team has actually been running a steady closure rate below the total number of tickets opened due to the significant increase in resources needed to complete Surface Pro deployment and training for staff who are teleworking. The ticket backlog is expected to be cleared by year end. We continue to deeply appreciate the support IT provides to keep our operations running smoothly.

Within the **Program Effectiveness** category, the number of individuals housed again saw minor fluctuations, with the most significant continuing to be the 5% spike in the overall number of households on the waitlist in Public Housing. This number represents a 19% increase over third quarter 2019 when the list totaled 53,690. Conversely, time on the waitlist dipped significantly from second to third quarters and for each team the reasons vary. In Public Housing, total number of vacancies, bedroom sizes of units available and the corresponding waitlist for each bedroom size can greatly impact length of time while in Asset Management it depends on the housing program the property falls within. For example, Union Tower has a turnover rate less than 5% annually equating to an eight to ten-year waitlist for the estimated 2,000 households interested in living at that property while other properties with higher annual turnover might have only a one to two year wait. As both teams are providing an average across portfolios, each quarter it depends on bedroom size and/or which property has a vacancy to be filled.

In review of our workforce data, overall placements between genders achieved parity. Jobs in non-construction sectors were created by HACLA's vendors in the property management and professional services fields. While the team has experienced some challenges in hiring due to COVID restrictions, we were able to place college students in internship positions working from home and in other related positions. The HUD Choice grant award also made it possible to hire local residents for outreach opportunities. These jobs mainly pay around \$20 hour, which significantly contributed to the hourly wage rate averages and large wage gap as construction jobs, heavily occupied by men (only 2 women), were paying prevailing wages, in most cases above \$55 per hour. Viewing progress in female placements in construction year over year, there is a 50% improvement in third quarter 2020 numbers given the ratio of male to female total placements.

Continuing Community Safety Partnership (CSP) crime stats baseline building, this period our sites collectively experienced a 49% increase in grand theft auto, 44% decrease in burglary, 200% increase in homicides (2 = Imperial Courts, Pueblo Del Rio), and 6% decrease in shots fired over second quarter totals.

In our **Homelessness** support numbers, we are seeing decreased utilization for HUD-Veterans Affairs Supportive Housing (HUD-VASH) vouchers due to low numbers of applicant referrals from the Veterans Affairs Office. Homeless utilization for waitlist limited preference vouchers is nearing maximum and those remaining are being earmarked for the new LAUSD pilot program.

Our **Funding Diversification** category has again experienced significant gains. Congratulations goes to the Strategic Initiatives/Community Engagement, Strategic Development and Asset Management teams in landing awards totaling \$120.4M in grant funding, of which, the majority (\$118.2M) comes from the Project Homekey award.

## **NEXT STEPS**

Starting in 2021, the metrics report will continue to evolve with a new format that will highlight Focus Areas dictated by the Board of Commissioners as priorities for team delivery in the coming year. Specific strategic actions within the guidelines are being assessed to develop a reporting component within the quarterly update process to drive progress and communicate results.

## Attachments

1. *Vision Plan Data Visualization – December 2020 (Q3 Report)*