



TO: HACLA Board of Commissioners
FROM: Jenny Scanlin, Chief Strategic Development Officer
THROUGH: Douglas Guthrie, President & CEO
DATE: February 25, 2021
SUBJECT: Build Hope Update: 4th Quarter 2020 Data Visualization

This memo continues from the December update on indicator tracking and reflects progress captured during the 4th quarter of 2020.



- 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

Work Order fulfillment times are integral to helping ensure quality property management **Customer Service** efforts in both our Asset Management and Public Housing portfolios. In Public Housing, we completed 95% of work orders received this quarter. As we have mentioned in past reports, there are many factors that create longer completion times and the deeper connective measurement of success is looking at how our quarterly response rates fare against HUD's measurement *% of emergency work orders completed within 24 hours*. For this metric, Public Housing has well exceeded their 96% completion rate target – averaging 100% for all of 2020. Asset Management saw an increase in their work order turnaround time from the lowest on record timing of 1.2 days last quarter to 3.7 days this quarter. From an annual lens, 90% of all requests received during the quarter in Asset Management were completed and 95% completed in Public Housing for the same period and plumbing has remained the number one maintenance request in both portfolios since we started tracking this indicator in 2019.

The time it takes to **prepare a unit for leasing** in our Public Housing portfolio decreased from 44 to 34 days, which is also a slight improvement over the 35-day average experienced in this same quarter in 2019. Asset Management has been able to decrease their unit turn-around time by 42% since we first started tracking (from 101 to 58.8 days). This quarter's 58.8 days, is the lowest quarter on record, with the next lowest being 84.51 days in the 4th quarter of 2019. This turn-around time reflects the recent HomeKey acquisitions and department's housing of 50 households within a one to two-month span. The team credits their many partners and property management company with this success.

A steady increase in registrations continues for the **RentCafé** resident portal and numbers of online payments made during the period. In Asset Management, 60 new sign-ups occurred, bringing their grand total to 1,624 for

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the year and increasing total registrations by 21% over the 1,297 grand total in 2019. The team also maintained 85% of online payments during the quarter which is also 22% higher than the 66.85% rate experienced in 4th Quarter 2019. Public Housing also increased their RentCafé registrations by 35% over 2019 totals to reach a new high of 710 registered users and increased online payments to 9.49% which is a 48% increase over 4th quarter 2019's 5% rate. Looking at payments methods used by public housing residents, we see the WIPS retail card payment option and electronic fund transfer being used in greatest numbers (almost 63% combined) with checks and money orders (including those via the lockbox) decreasing. This ongoing shift provides greater ease of payment for residents and also ensures their payments are recorded more promptly than conventional mailed payments

Our Human Resources Department continues to look at **internal training and promotion strategies** to expand HACLA's talent pool and create positive career opportunities. This quarter, we filled 30 vacancies, bringing the annual total to 183 hires in 2020. The Leadership program also remains a steady support in staff advancement with 22% of this period's promotions awarded to current or past program participants. From an annual lens, we ended 2020 with 77 promotions, of which more than a quarter (29%) came from participants of our Leadership program.

The number of **Help Requests** received by our Information Technology (IT) staff showed a 16% decrease in the fourth quarter over third quarter (Q3 = 3,521 vs. Q4 = 2,957) and all three of the top requests during this period continued to relate to remote access to our systems as part of ongoing teleworking by staff. The ticket completion rate continues to be higher than their ticket open rate. The ticket resolution rate is also being affected by tickets that require additional resources/approvals and purchases to be made which takes longer for the team to close out (e.g. Surface Pro purchase/deployment).

Within the **Program Effectiveness** category, the number of **individuals housed** again saw minor fluctuations, with the most significant continuing to be the 3.6% spike in the overall number of households on the waitlist in Public Housing. This number represents a 17.8% increase over 4th quarter 2019 when the list totaled 56,131. As we've shared, in Public Housing, the combination of total number of vacancies, bedroom sizes of units available and the corresponding waitlist for each bedroom size can greatly impact length of time, while in Asset Management it depends on the housing program the property falls within.

This month, you will be receiving an annual update on Workforce Development and Section 3 hiring activities. We have included our regular quarterly set of indicators with their representative tallies for continuity of reporting and look forward to the deeper detail shared out in those separate behind the numbers presentations.

Taking a look at our **Community Safety Partnership (CSP)** crime stats, this period our sites collectively experienced a 44% decrease in grand theft auto, 44% decrease in burglary, maintained same total of homicides (2 = Jordan Downs, Nickerson), and a 37% increase in shots fired over third quarter totals.

In our **Homelessness** support numbers, we are continuing to be impacted by VA referral timing, and utilization for waitlist limited preference vouchers continues a slight decline due to voucher set asides for the expanding LAUSD pilot.

As part of this quarter's update, we have begun to package Funding Diversification and Strategic Partnerships under the **2021 Focus Area** banner and will be adding the additional agency goals prioritized for FY2021 by the

Board of Commissioners. Taking a look at the **Funding Diversification** category, HACLA received two new grants in the fourth quarter and several grants that were unreported previously have been added to the total amount of grants funded for an end of year “true up” totaling \$219.976M. Congratulations goes to the many staff involved this year’s successful awards.

NEXT STEPS

In March, we intend to come back to the Board with a 2021 look ahead, focusing on the goals the teams will be striving to achieve in the year ahead as well as our Build HOPE deliverables for Year Three.

Attachment

1. Build Hope 4th Quarter 2020 Data Visualization

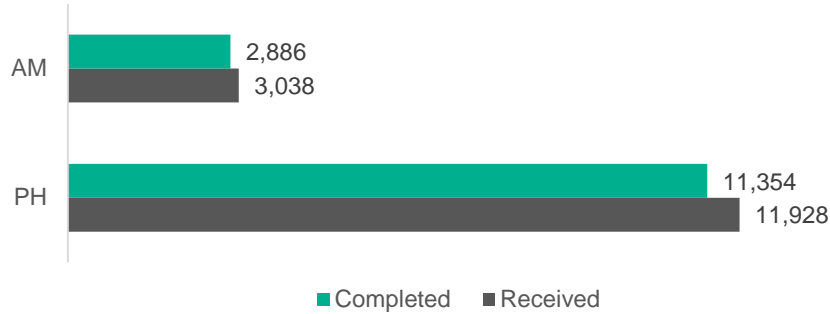
2020 Year in Numbers – 4th Quarter Update



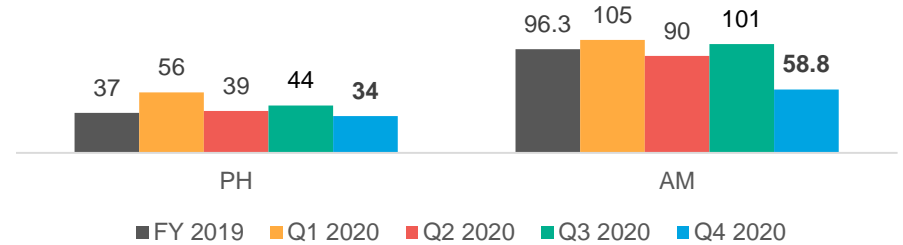


Customer Service

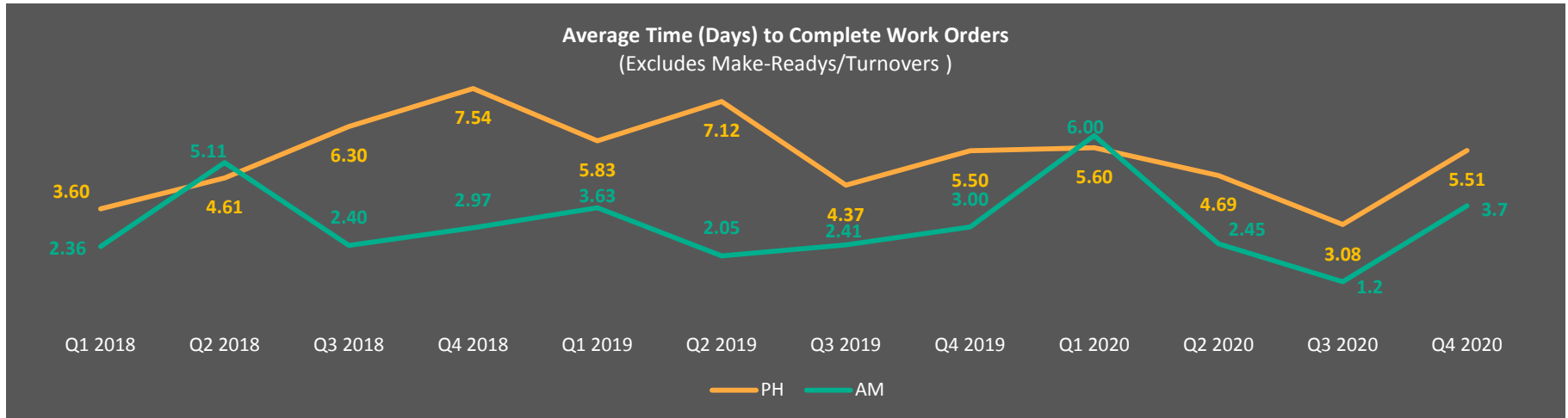
Work Orders Received vs. Completed in Q4 2020



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



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



Top 3 Maintenance Requests:

Asset Management

- | | |
|---------------|-------|
| 1. Plumbing | 20.2% |
| 2. Electrical | 12.8% |
| 3. Appliances | 8.1% |

Public Housing

- | | |
|------------------------|-------|
| 1. Plumbing | 45% |
| 2. Appliances | 13.7% |
| 3. General Maintenance | 13.3% |



	*FY 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
RentCafe Resident Portal Registration in PH (total):	415	533	621	667	710
RentCafe Resident Portal Registration in AM (total):	1,054	1,425	1,553	1,564	1624
New RentCafe Resident Users in PH (new registered):	54	76	88	47	46
New RentCafe Resident Users in AM (new registered):	193	128	128	11	60



S8 Landlords Registered in Partner Portal (total)

*FY 2019	13,228
Q1 2020	13,135
Q2 2020	13,208
Q3 2020	13,259
Q4 2020	13,268

S8 Landlords Registered in Partner Portal (new registrations)

*FY 2019	178
Q1 2020	195
Q2 2020	150
Q3 2020	96
Q4 2020	112

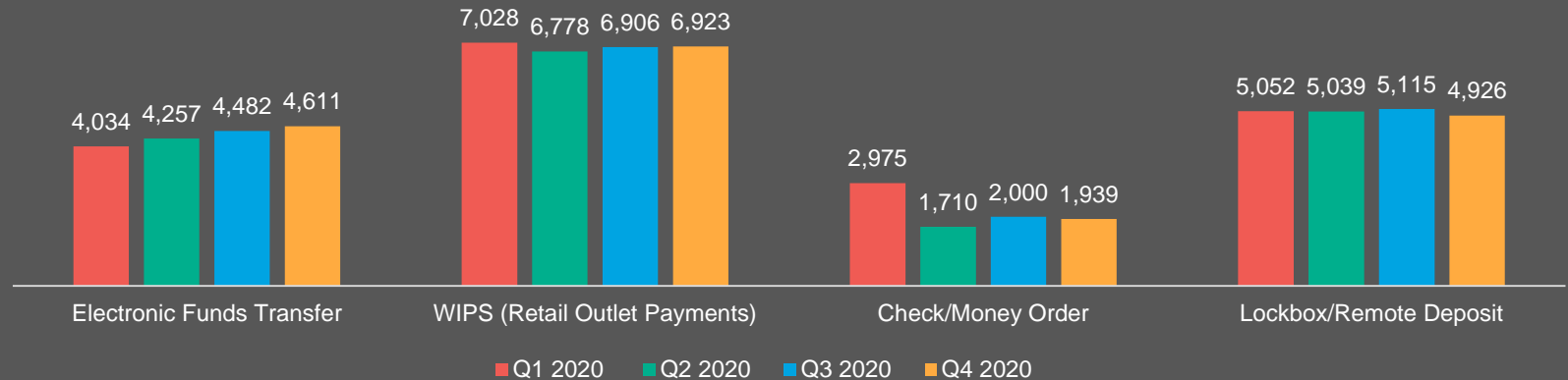
S8 Landlords Actively Using Partner Portal (during quarter)

*FY 2019	1,823
Q1 2020	956
Q2 2020	1,019
Q3 2020	2,313
Q4 2020	2,201

	* FY 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Online Payments Made Total in PH	5%	7.3%	8.3%	9.7%	9.49%
Online Payments Made Total in AM	49%	74%	84%	85%	85%
Online Work Orders Made Total in PH	1%	2%	3.7%	3.6%	4.69%
Online Work Orders Made Total in AM	2%	2%	5%	3%	3%



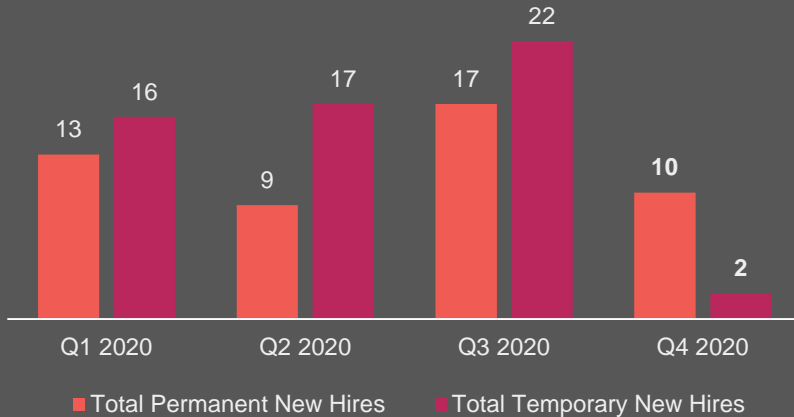
Public Housing Resident Payment Types Received



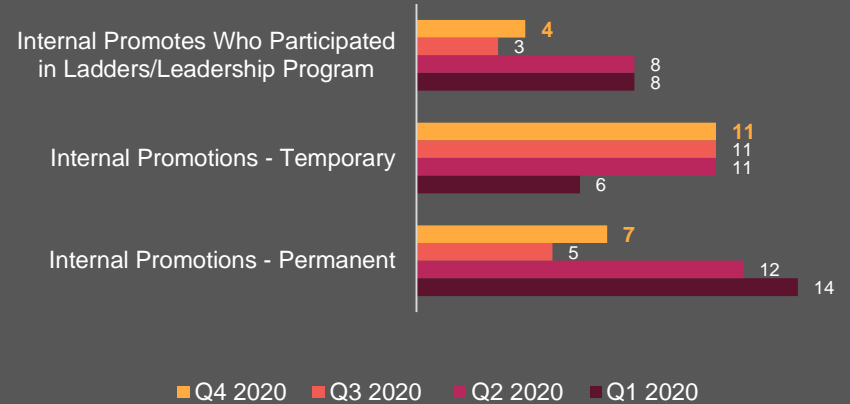
	FY 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Total Vacancies Filled	240	49	49	55	30
Total Promotions	35%	40%	49%	29%	60%



New Hires



Promotions



Total Staff
Participating in
HACLA Delivered
Training

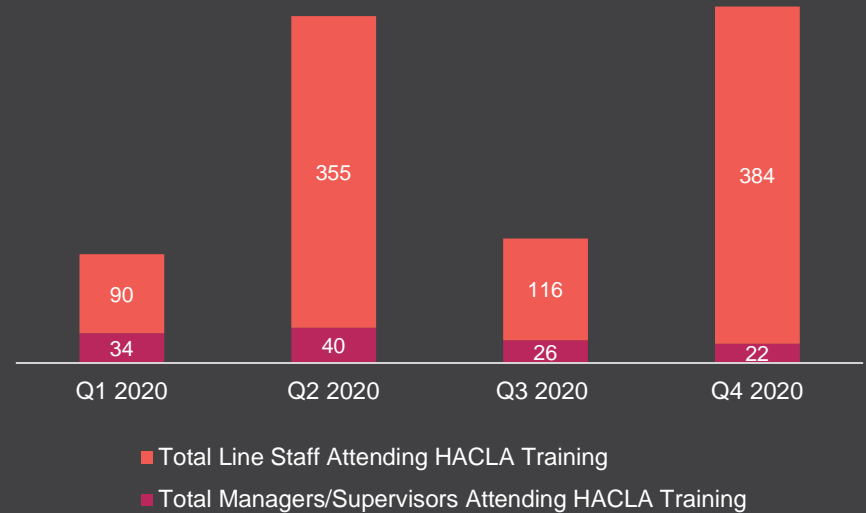
Q1 2020 – 124
Q2 2020 – 395
Q3 2020 – 142
Q4 2020 – 406

Total Staff
Participating in
Vendor/Online
Training

Q1 2020 – 17
Q2 2020 – 41
Q3 2020 – 18
Q4 2020 – 19

Top 3 Trainings
Attended by Staff

1. Harassment Prevention
2. IT Surface Pro
3. Emergency Dept. Operation Center




 Total Number of IT HELP Desk **REQUESTS**

FY 2019	3,045
Q1 2020	3,028
Q2 2020	3,429
Q3 2020	3,521
Q4 2020	2,957


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

FY 2019	3,666
Q1 2020	3,702
Q2 2020	4,273
Q3 2020	4,385
Q4 2020	3,208

Top 3 Reasons HELP Desk Requests

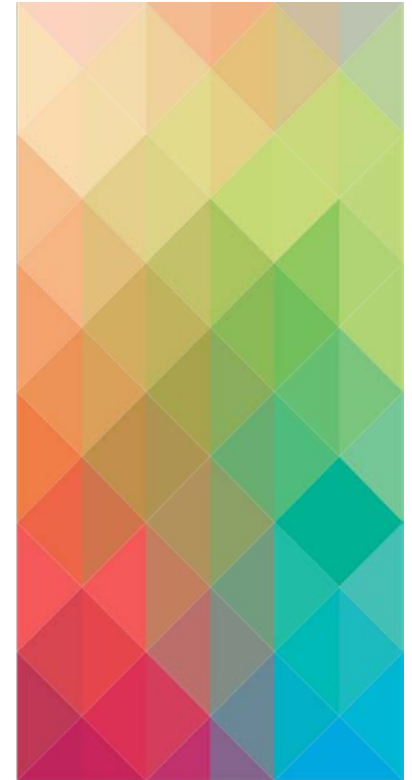
1. Install, Move, Add, Change **(47%)**
2. Application Support **(9%)**
3. Microsoft Suite Support **(3%)**

Total Number Viruses DETECTED

Q1 – 260,347
 Q2 – 314,359
 Q3 – 389,654
Q4 – 391,002

Total Number Cyber-Incidents DETECTED & ADDRESSED

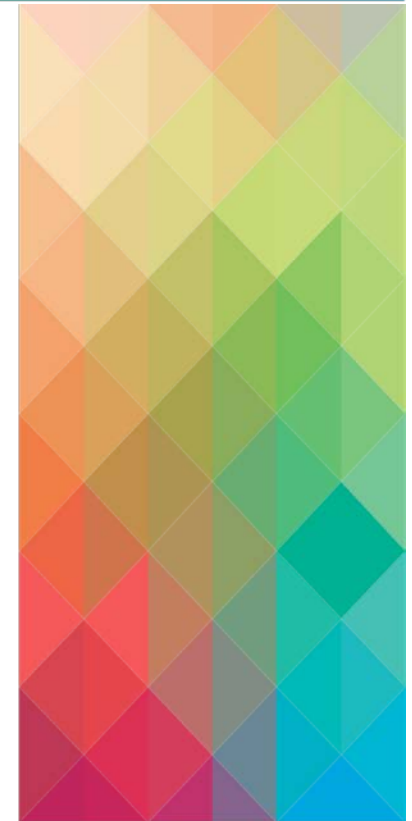
Q1 – 60 **(100%)**
 Q2 – 41 **(100%)**
 Q3 – 56 **(100%)**
Q4 – 61 (100%)



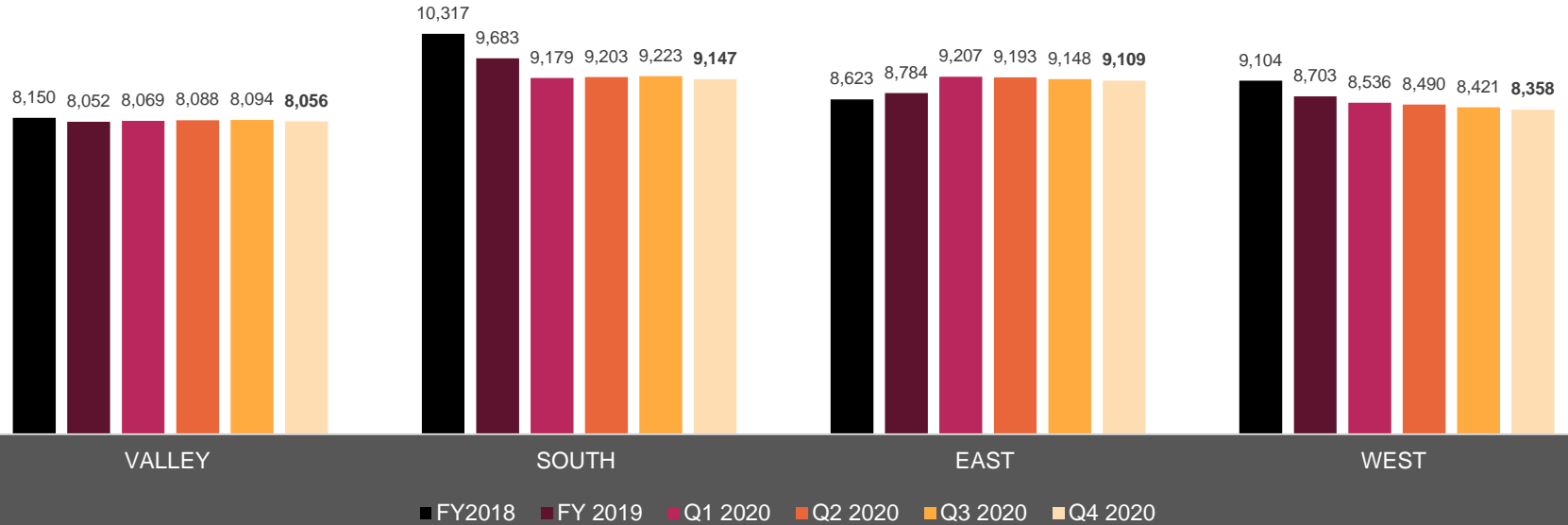


Program Effectiveness

	*FY 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Total Individuals Housed in PH (excludes mixed finance PH sites under AM)	19,347	18,655	18,804	18,586	18,490
Total Individuals Housed in AM	4,658	4,687	4,806	4,821	5,007
Total Individuals Housed via S8 Department Services (Overall Total)	94,121	93,352	93,648	93,523	93,124
Total Contracts in Service via S8 Department (Overall Total)	49,361	49,119	49,245	49,254	49,200
Total Households on Waitlist in PH	52,326	58,667	63,081	65,815	68,249
Total On Waitlist in AM (Project Based Properties)	8,589	8,891	8,738	8,716	8,391
Total On Waitlist in S8	13,634	11,602	11,602	11,580	10,460
Of those housed in the quarter (Time in Years):					
Average Time on Waitlist in PH	5.49	7.31	8.34	7.03	5.96
Average Time on Waitlist in AM (Project Based Properties)	6.9	7.1	7.4	6.9	6.6

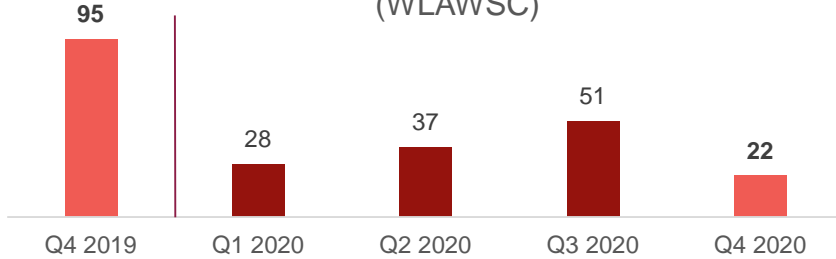


Tenant Based Vouchers - Total Units in S8 By Geography

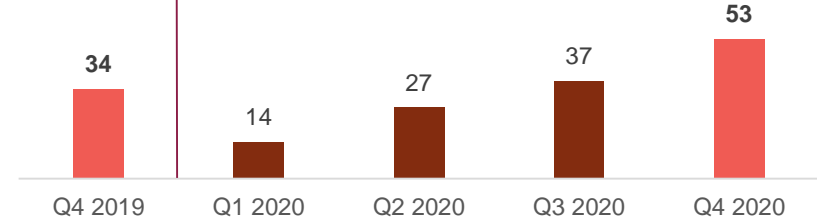




General Workforce Placements Overall (WLAWSC)



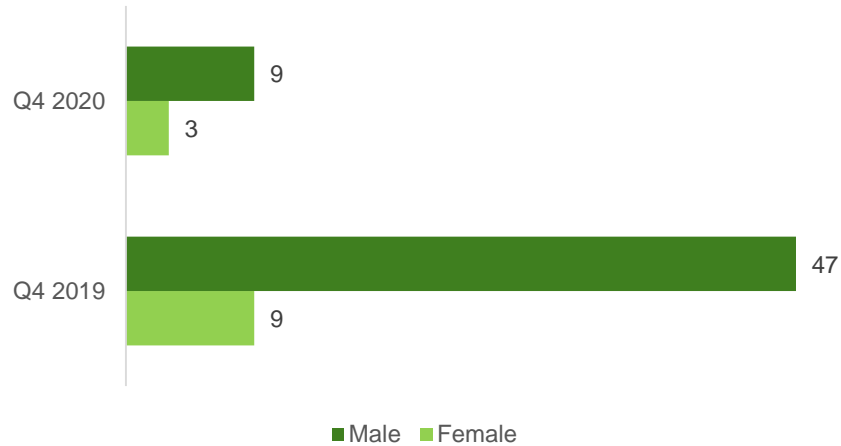
Participating in Vocational Training (via Contract)



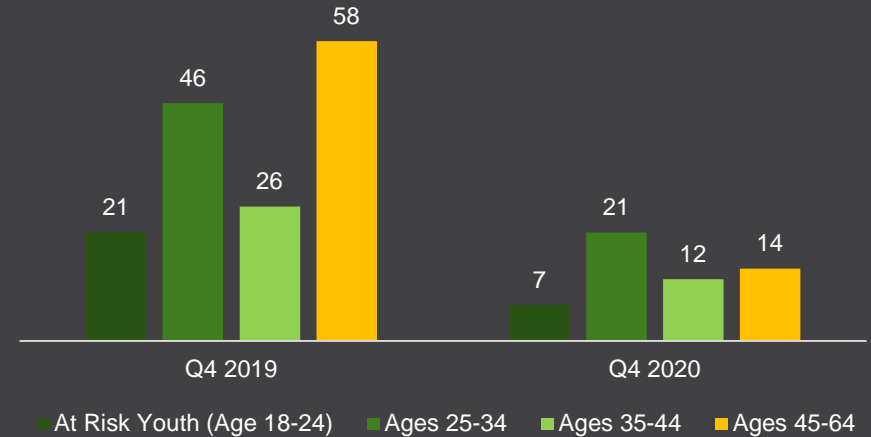
	FY 2019	2020 Q1	Q2	Q3	Q4
Section 3 - Employment Placements Overall	387	109	45	73	54
Section 3 - Employment Placements All - Male	219	55	27	35	37
Section 3 - Employment Placements All - Female	168	54	18	38	17
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Section 3 - Employment Placements All - Average Wages Male	\$28.68	\$20.49	\$30.92	\$30.60	\$24.59
Section 3 - Employment Placements All - Average Wages Female	\$21.40	\$16.60	\$17.91	\$20.87	\$18.47
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Section 3 - Priority 1 Placements Overall	<u>155</u>	<u>26</u>	<u>8</u>	<u>28</u>	<u>12</u>
Section 3 - Priority 1 Placements Male	60	7	3	10	8
Section 3 - Priority 1 Placements Female	95	19	5	18	4



Construction Placements by Gender



Section 3 Employment Placements By Age



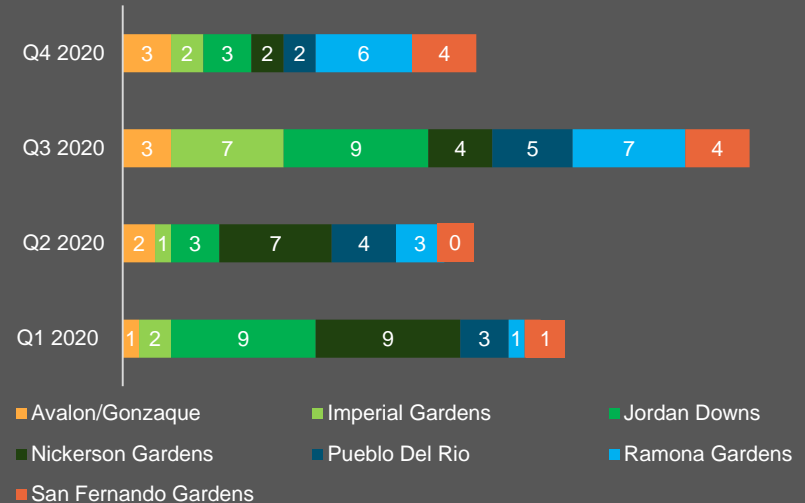
BASELINE Crime Stats

	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Shots Fired	5	18	17	27
Homicide	0	0	2	2
Rape	1	1	1	1

Burglary



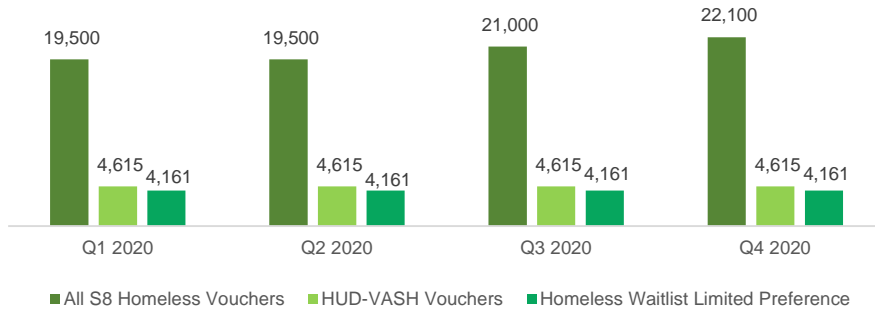
Grand Theft Auto



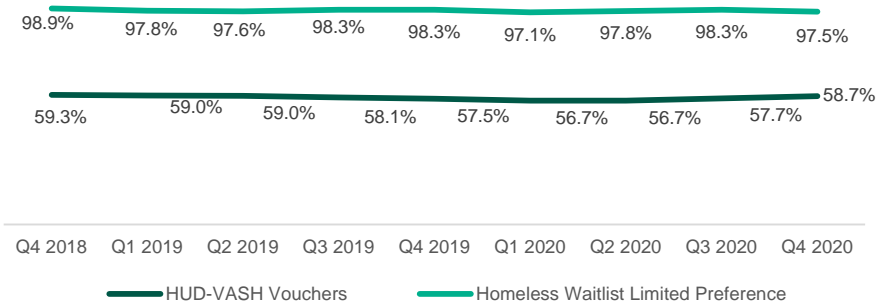


Homelessness

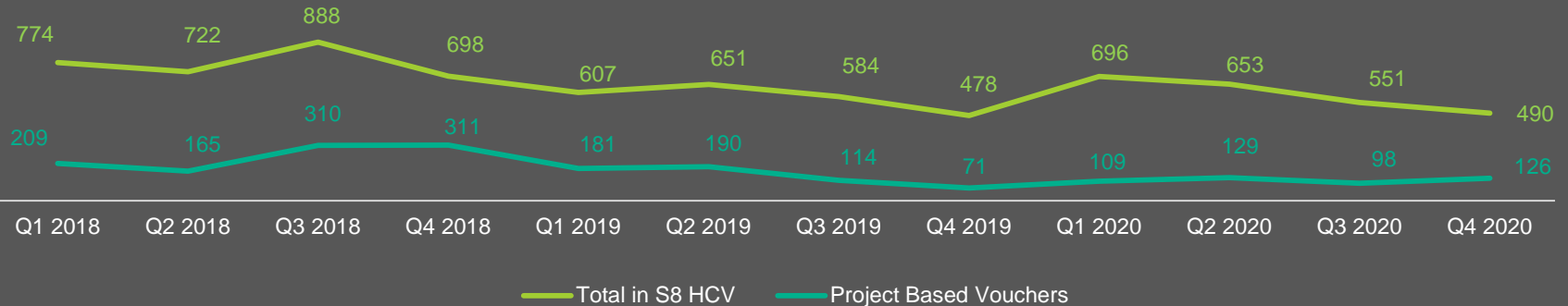
Total Vouchers Available



Utilization % for Homeless Voucher Programs



Total Leases Signed





2021 Focus Areas

(2020 Indicators & Data)

2020: **\$219.9M**

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
New Grants Awarded (#)	-	8	4 +12	2
New Funding Committed (\$)	-	\$35.7M	\$120.37M +\$63.3M	\$576K



Q3 Update: *S8 Continuum of Care; S8 HIP; WIOA Dislocated Worker (5); Summer Youth Employment; LA County Youth at Work (4); Domestic Violence/Human Trafficking*

Q4: *LACC CARES, Community Health Worker (Year 2)*

Strategic Partnerships Developed/Expanded (End of 2019 Total: **99**)

2020:

	Q1	Q2	Q3	Q4
	-	17+2	6	1

