

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: September 24, 2020

SUBJECT: *Build HOPE* Update: 1st & 2nd Quarter 2020 Data Visualization

This memo continues from the February update on indicator tracking and reflects progress captured during the 1st and 2nd quarters of 2020. A majority of the data categories for our visualization still fall within the Pathways module of *Build HOPE* and as per the August 2020 report and discussion on indicator refinements, there are a few new data sets that we will begin tracking with this report out.

PATHWAYS:

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.*

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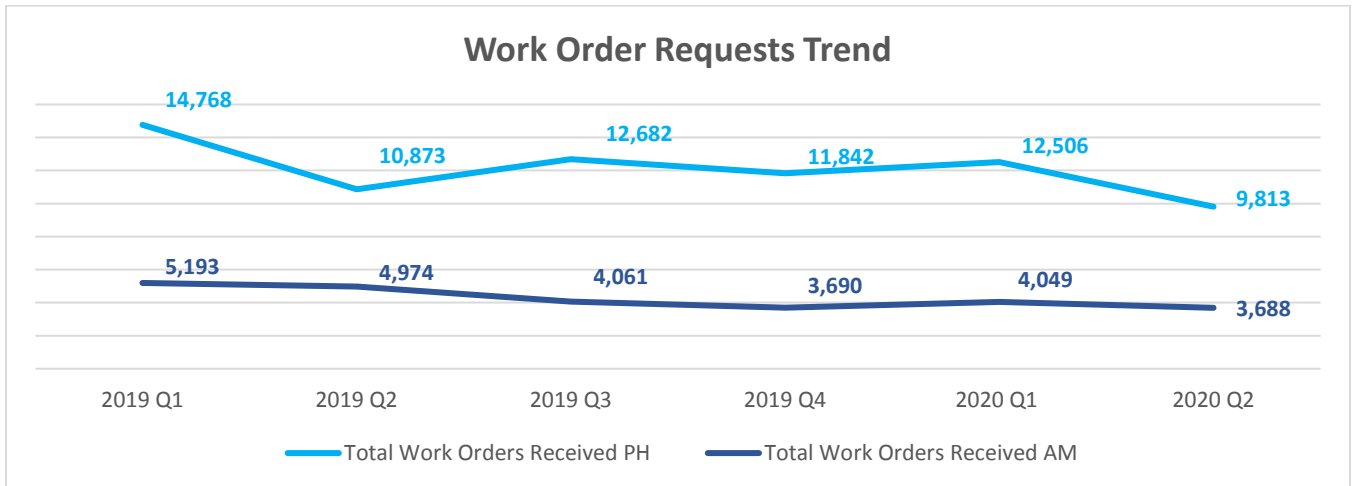
Strategy #10: *Develop communication and reporting mechanisms for implementation*



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

KEY FINDINGS

In review of our property management indicators for **Customer Service** there appears to be a positive trend of Work orders going down steadily over the past two and half years. Given the Safer At Home orders, we looked at the trend in requests coming in and we saw a 22% dip in Public Housing from first to second quarter 2020 and a 9% decrease in Asset Management. Taking in a longer trending view, throughout 2019 we saw a steady decline in work order requests in both shops with similar spikes in quarter one over quarter two as seen in the chart below:



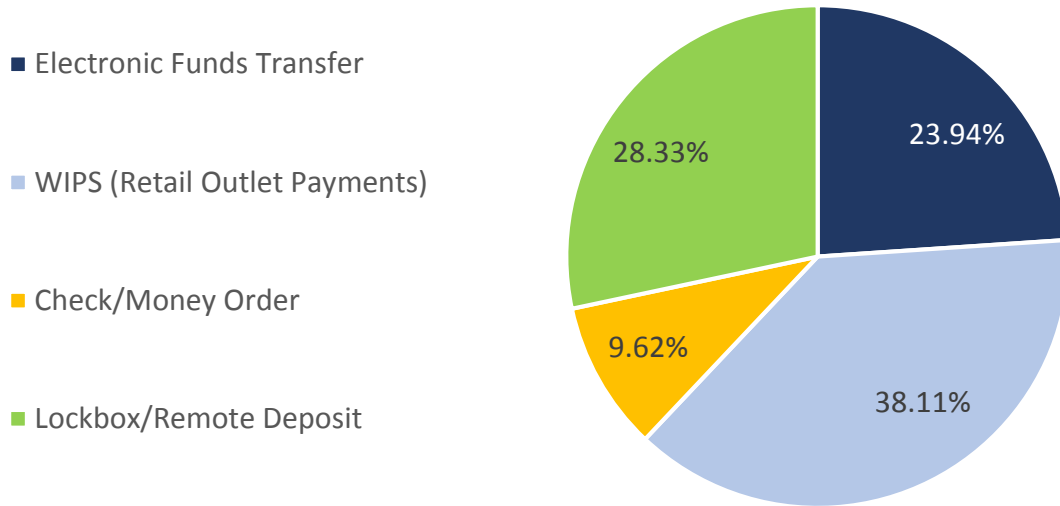
This tends to confirm a more seasonal spike and dip pattern rather than pandemic impact, but it will be interesting to see whether third quarter data continues the downtrend in requests received.

Asset Management was able to reduce their vacant unit turn-around time 15% quarter one over quarter two in 2020, and has also shown a marked improvement by reducing their turnaround time by 18% compared to their 2019 turn around times. Factors that still weigh into longer turn-around times are more requests for complex repairs requiring specialized maintenance staff services that either are less available or need to go out to qualified vendors for bid.

Plumbing 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 appliance repairs taking third place most consistently.

Usage of the Rent Café Portal has seen a steady rise with a more dramatic 42% spike in second quarter 2020 for online payments in Asset Management as compared to their 2019 quarterly average. In Public Housing, online payments are significantly lower, so this quarter we are beginning to track resident payment types so we can get a better understanding of resident preferences when it comes to paying their rent. The chart below shows the break out for second quarter for Public Housing residents:

Q2 2020 Resident Payment Types



Residents are taking advantage of the WIPS card payment option as well as the Electronic Funds Transfer, which is very positive, as both services traditionally cost less than check cashing/money orders and do not require a second step to send funds by mail thus reducing the potential to incur late fees due to delayed delivery.

Moving over to our Human Resources practices, in 2020 internal promotions continued at a steady pace and match our 2019 totals for quarter one and quarter two. The Leadership Program continues to play a part in helping our staff progress into new positions with a consistent 38% quarterly average from when we first started tracking at the beginning of 2019. New hires in 2020 dipped 44% over same period in 2019. There was a 69% spike in training attendance in the second quarter and currently line staff are almost nine times more likely to attend training opportunities than their managers and supervisors. Top attended trainings were for Harassment Prevention and DPSS Annual Security Training.

In Information Technology support, the number of Help Requests received and resolved spiked in second quarter due to the increase in staff moving to partial telework and all three of the top requests during this period was due to increases in remote access to our systems. During this influx, IT was still able to resolve more tickets than were opened during this stressful period and resolved 100% of all the cyber-incidents detected. Congratulations and deepest thanks to the whole IT team for helping the agency test and successfully implement business continuity strategies to support greater telework options for staff.

Within the **Program Effectiveness** category, the number of individuals housed saw minor fluctuations, with the most significant being the 7% spike in the number of households on the waitlist in Public Housing. This represents a 20% increase over second quarter 2019 when the list totaled 51,023. Currently, we have no evidentiary answer why more people are applying for the program, and the team is running at a 30% response rate from those pulled from the list to come in for certification.

In our first quarter workforce data, retail jobs equated to more female placements. Out of the 73 total jobs created for Section 3 residents, 32 were in the retail sector. A majority of these positions were filled by females and most were also in the age range of 18-24 and 25-34. While the pay rate is lower for retail positions, these are permanent jobs that offer residents benefit plans such as paid vacation, sick leave and health insurance, which may be more immediately attractive than higher paying but often shorter employment duration jobs in the construction sector.

The Safer at Home orders and the COVID-19 pandemic affected job availability during the second quarter. While the overall numbers are lower than we usually see each quarter, we have some notable jobs that were filled by our residents. For example, as the work on Phase 2 started at Jordan Downs, we advocated for our residents and several from Jordan Downs and Cedar Grove Apartments (the Phase 1A apartments) were hired. We also worked with the new general contracting teams to bring back all the construction workers from the previous phases who are no longer employed. This quarter, the average pay to females also increased compared to both 2019 average and Q2 2019 average by 11% and almost 1% respectively. While we only have one female new hire in construction category this quarter, it is notable that she is from Jordan Downs and is a Cement Mason Apprentice with the Union. We also placed a Nickerson Gardens resident as a Driver for a supply company. This is a permanent position with benefits from a vendor who was not subject to Section 3 under HUD guidelines but HACLA imposed Section 3 under its hiring plan. Often times the numbers themselves do not show the impact the program is having on individual lives, however, behind each number there is a great story to be told.

New to the report out is baseline crime statistics related to our Community Safety Partnership (CSP) program. Current programming of the HACLA CSP includes sports (Nicks Kids Soccer, Pueblo, Ramona and Watts Football teams), health and fitness (Yoga and Zumba classes, Health Fairs, Folklorico dance classes), education (rocket building, after-school tutoring, anti-bullying awareness, field trips) and community safety. In addition to its various program activities, a core element of CSP's mission is the "Safe Passage" program where resident children are escorted to and from their schools.

Our **Funding Diversification** and **Strategic Partnerships** have some tremendous gains to be highlighted. Congratulations to the Strategic Initiatives and Asset Management teams in landing awards totally over \$35.4M in grant funding and expanding our collaborative partner structure by 17 formal partners and many more supportive services relationships that will be developed in the coming months to leverage capacity and resources focused on our sites and services areas.

NEXT STEPS

In November we plan to return to our regularly scheduled reporting timeline with a third quarter 2020 update.

Attachments

1. *Vision Plan Data Visualization – September 2020 (Q1 & Q2 Report)*



HACLA Data

2020 Year in Numbers – 1st & 2nd Quarter Update



ANALYTICS | VISUALIZATION | REPORTS

Customer Service – Property Management



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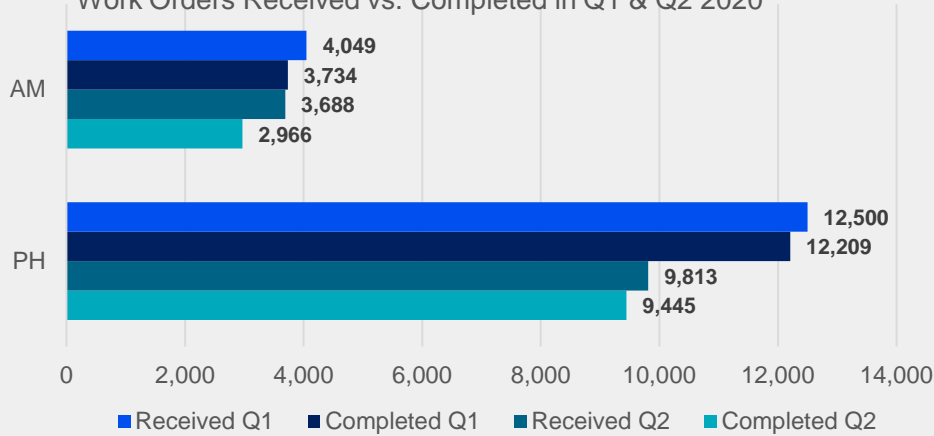


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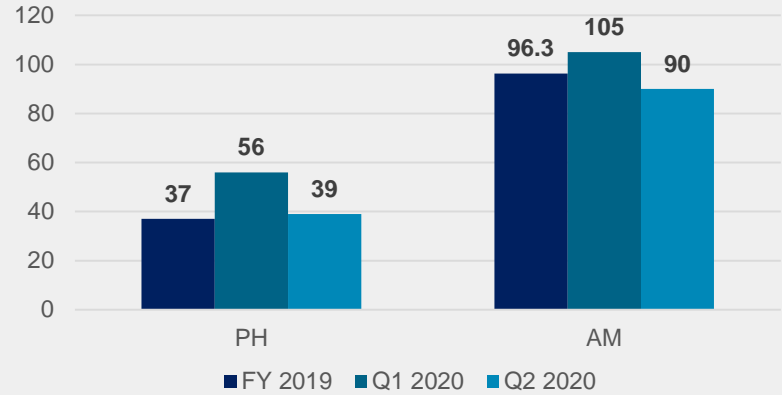


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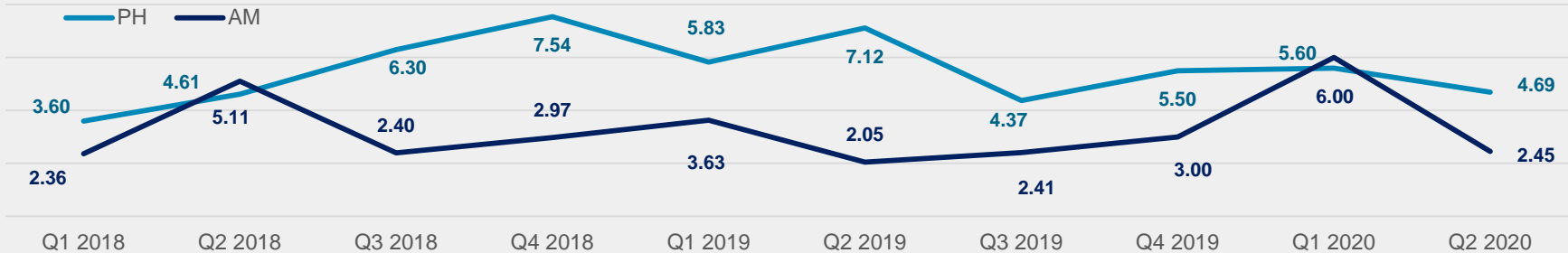
Work Orders Received vs. Completed in Q1 & Q2 2020



Average Vacant Unit Turn Around (Lease-Up Rate)



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



Customer Service – Property Management



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Top 3 PH Maintenance Requests



Q1 - Plumbing (42%)
Q2 - Plumbing (49%)



Q1 - General Maintenance (17%)
Q2 - General Maintenance (15%)



Q1 - Appliances (10%)
Q2 - Appliances (10%)

Top 3 AM Maintenance Requests



Q1 - Plumbing (21%)
Q2 - Plumbing (20%)



Q1 - Electrical (9%)
Q2 - Turnover/Make Ready (14.%)



Q1 - Appliances (8%)
Q2 - Electrical (9%)



Customer Service – Portal Activity



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	*FY 2019	Q1 2020	Q2 2020
RentCafe Resident Portal Overall Traffic (grand total visits)	-	1,668	4,538
RentCafe Resident Portal Registration in PH (total):	415	533	621
RentCafe Resident Portal Registration in AM (total):	1,054	1,425	1,553
New RentCafe Resident Users in PH (new registered):	54	76	88
New RentCafe Resident Users in AM (new registered):	193	128	128



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

*FY 2019	13,228
Q1 2020	13,125
Q2 2020	13,208

S8 Landlords Registered in Partner Portal (**new registrations**)

*FY 2019	178
*FY 2019	195
*FY 2019	150

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

*FY 2019	8,618
*FY 2019	7,959
*FY 2019	8,154

* All FY 2019 Data Represents Quarterly Averages

Customer Service – Online Usage Rate



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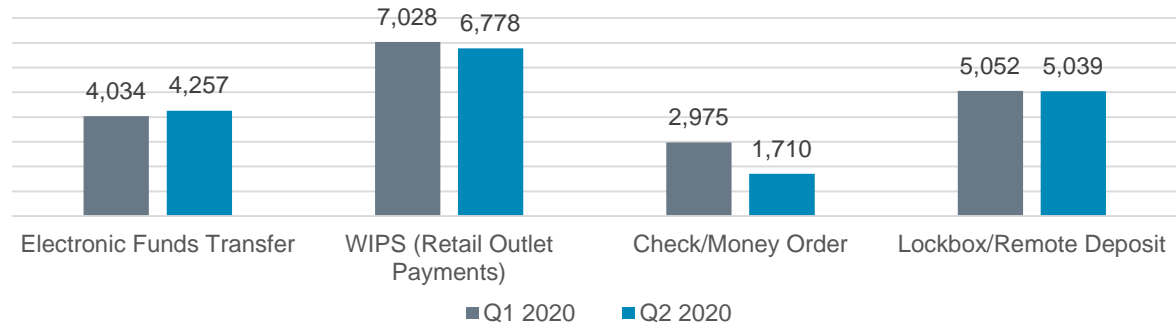
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	* FY 2019	Q1 2020	Q2 2020
Online Payments Made Total in PH	5%	7.3%	8.3%
Online Payments Made Total in AM	49%	74%	84%
Online Work Orders Made Total in PH	1%	2%	3.7%
Online Work Orders Made Total in AM	2%	2%	5%



* All FY 2019 Data Represents Quarterly Averages

Public Housing Resident Payment Types Received



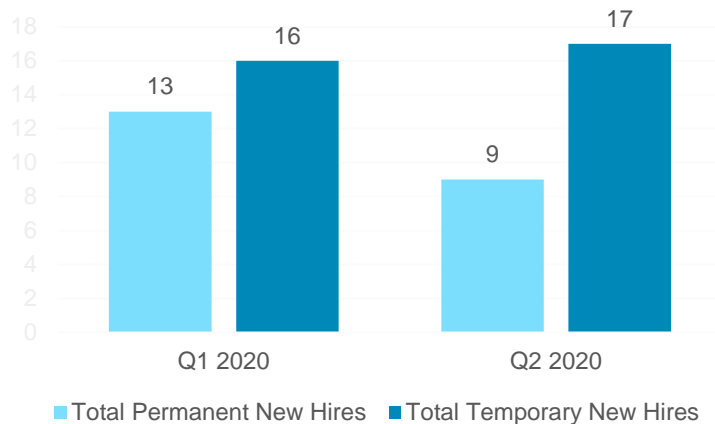
Customer Service – Human Resources



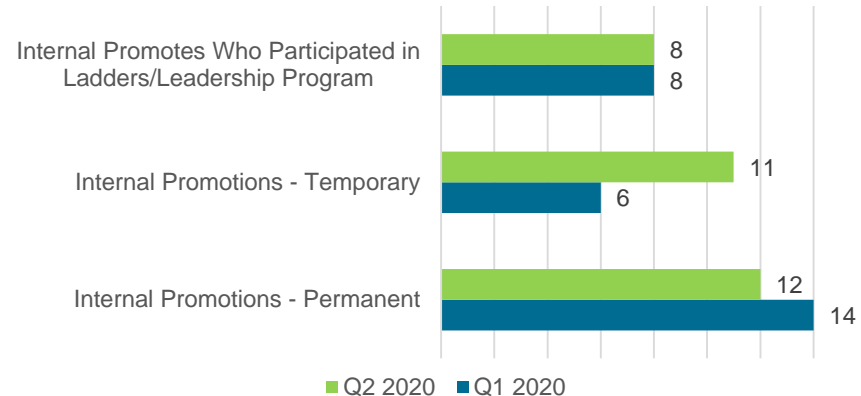
	FY 2019	Q1 2020	Q2 2020
Total Vacancies Filled	240	49	49
Total Promotions	85	20	23



New Hires



Promotions



Customer Service – Human Resources



Total Staff
Participating in
HACLA Delivered
Training

Q1 2020 – 124

Q2 2020 – 395



Total Staff
Participating in
Vendor/Online
Training

Q1 2020 – 17

Q2 2020 – 41



Q1 – DPSS Annual Security Training
Q2 – CA Employee Harassment Prevention Training

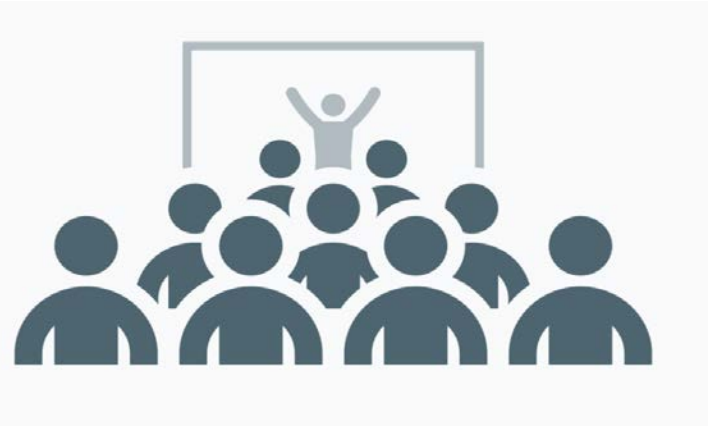
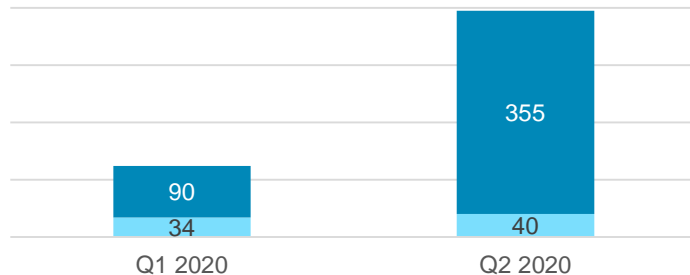


Q1 – Remote Access Training
Q2 – Fair Housing & Reasonable Accommodation Training



Q1 – Purchasing Card Training
Q2 – Supervising Remote Employees

- Total Line Staff Attending HACLA Training
- Total Managers/Supervisors Attending HACLA Training



Customer Service – Technology



ABOVE TARGET

BELOW TARGET

ON TARGET



Total Number of IT HELP Desk **REQUESTS**

* FY 2019	3,045
Q1 2020	3,028
Q2 2020	3,429

* Represents Average of FY 2019 Q2-Q4 totals



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

* FY 2019	3,666
Q1 2020	3,702
Q2 2020	4,273

Top 3 Reasons for IT HELP Desk Requests



Q1 – Installations, Move, Add & Changes (39%)
Q2 – Installations, Move, Add & Changes (40%)



Q1 – Application Support (non-Enterprise) (7%)
Q2 – Application Support (non-Enterprise) (9%)



Q1 – Windows/Microsoft Office Suite (3%)
Q2 – Windows/Microsoft Office Suite (5%)



Total Number Viruses **DETECTED**

Q1 – 260,347
Q2 – 314,359

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

Q1 – 60 (100%)
Q2 – 41 (100%)

Program Effectiveness – Number Housed



	*FY 2019	Q1 2020	Q2 2020
Total Individuals Housed in PH (excludes mixed finance PH sites under AM)	19,347	18,655	18,804
Total Individuals Housed in AM	4,658	4,687	4,806
Total Individuals Housed via S8 Department Services (Overall Total)	94,121	93,352	93,648
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Total Contracts in Service via S8 Department (Overall Total)	49,361	49,119	49,245
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Total Households on Waitlist in PH	52,326	58,667	63,081
Total On Waitlist in AM (Project Based Properties)	8,589	8,891	8,738
Total On Waitlist in S8	13,634	11,602	11,602
.....			
Of those housed in the quarter (Time in Years):			
Average Time on Waitlist in PH	5.49	7.31	8.34
Average Time on Waitlist in AM (Project Based Properties)	6.90	7.1	7.4

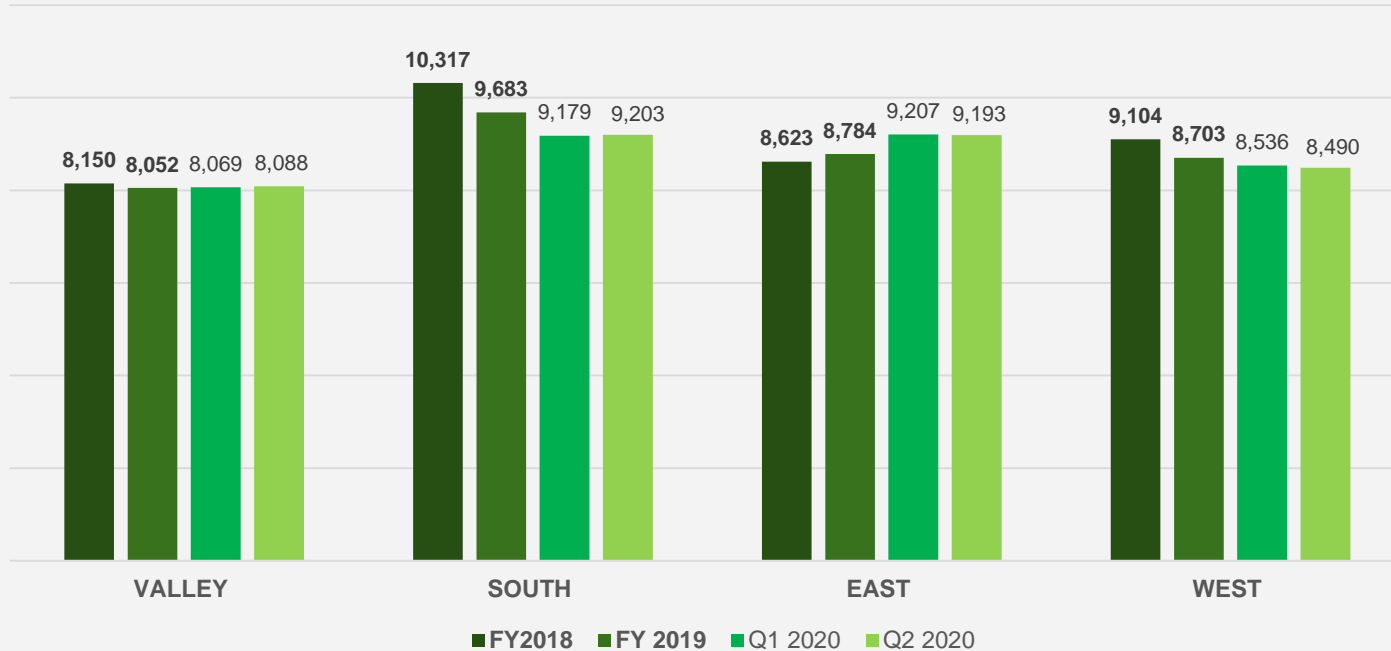


* All FY 2019 Data Represents Quarterly Averages

Program Effectiveness – Unit Availability



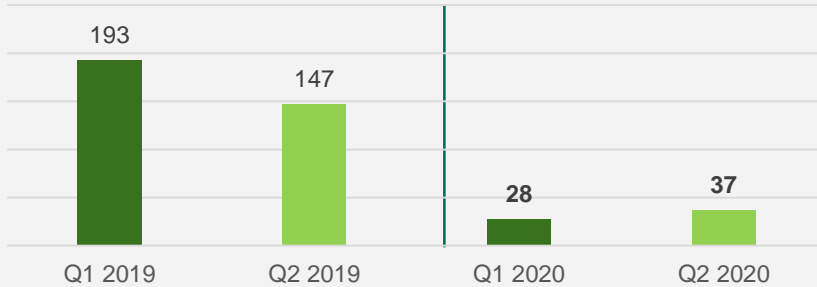
Tenant Based Vouchers - Total Units in S8 By Geography



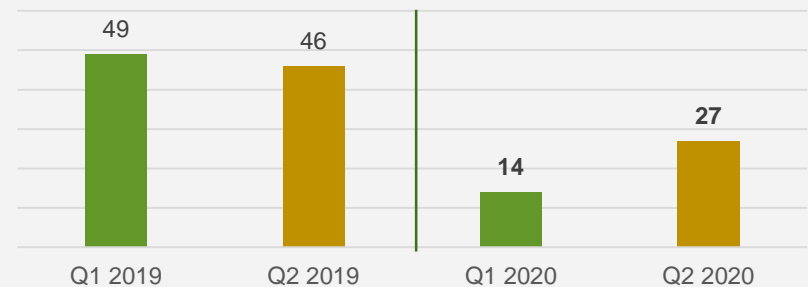
Program Effectiveness – Workforce Data



General Workforce Placements Overall (WLAWSC)



Participating in Vocational Training (via Contract)



	FY 2018	FY 2019	2020 Q1	Q2
Section 3 - Employment Placements Overall	219	387	73	42
Section 3 - Employment Placements All - Male	113	219	29	24
Section 3 - Employment Placements All - Female	106	168	44	18
Section 3 - Employment Placements All - Average Wages Male	\$27.83	\$28.68	\$25.43	\$35.00
Section 3 - Employment Placements All - Average Wages Female	\$21.69	\$21.40	\$16.90	\$21.54
Section 3 - Priority 1 Placements Overall	55	155	24	9
Section 3 - Priority 1 Placements Male	26	60	5	4
Section 3 - Priority 1 Placements Female	29	95	19	5



Program Effectiveness – Workforce Data



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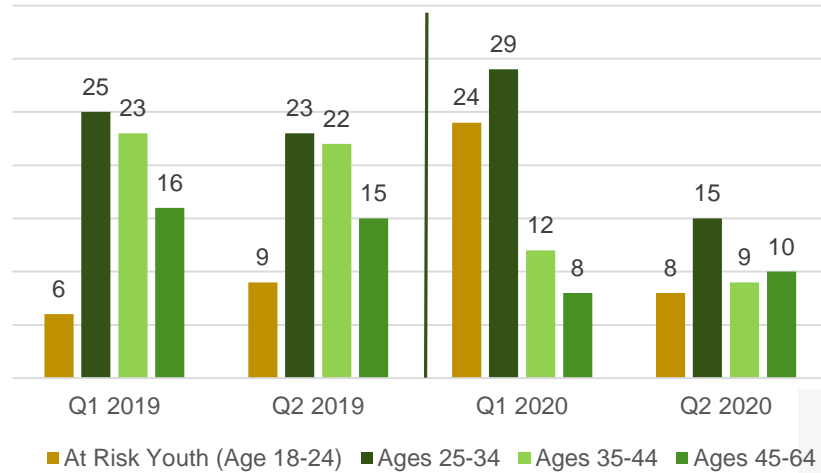


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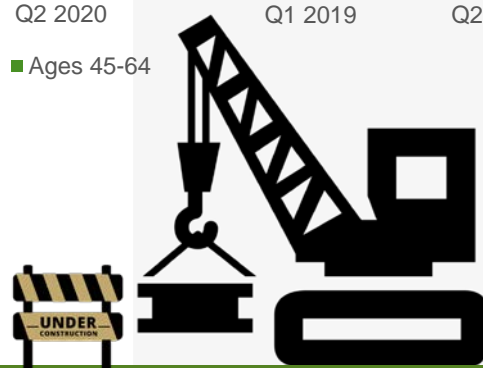
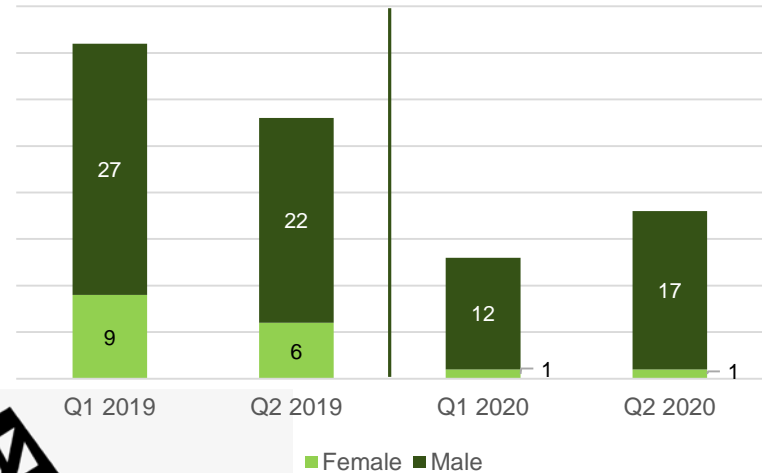


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Section 3 Employment Placements By Age



Construction Placements by Gender



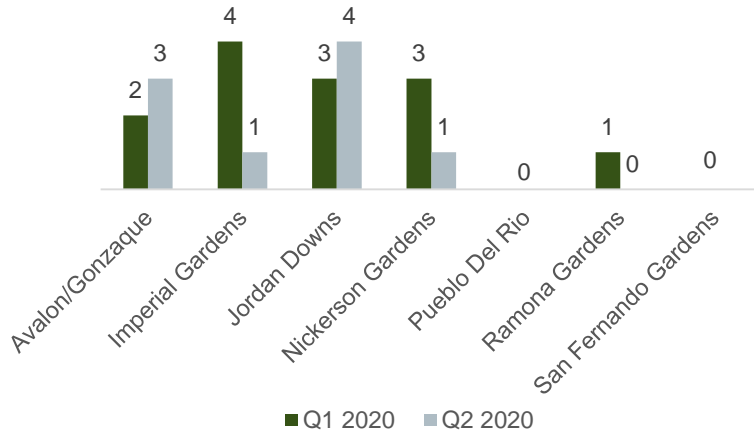
Program Effectiveness – Safety Partnership



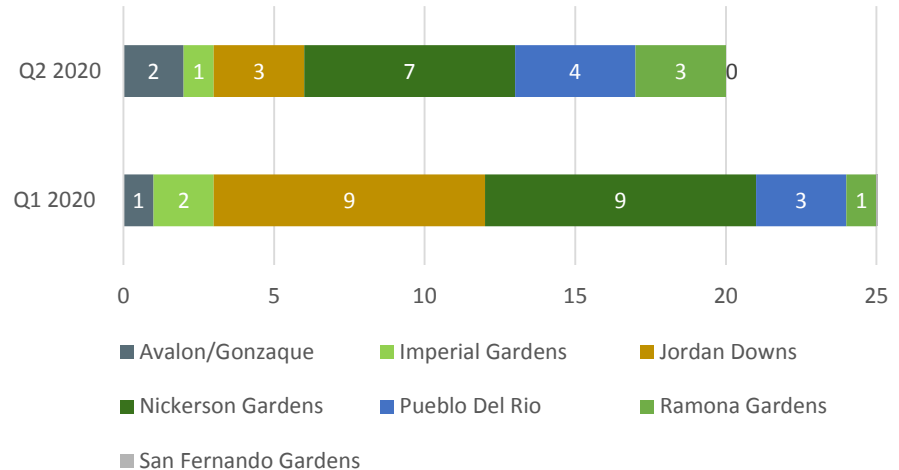
Community Safety Partnership BASELINE Crime Stats

	Q1 2020	Q2 2020
Shots Fired	5	18
Homicide	0	0
Rape	1	1

Burglary



Grand Theft Auto



Homelessness

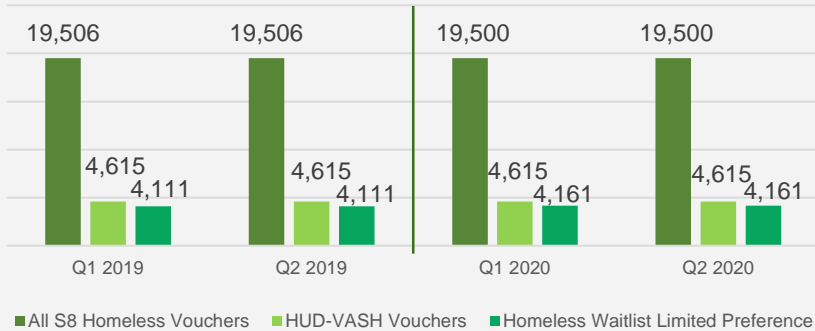


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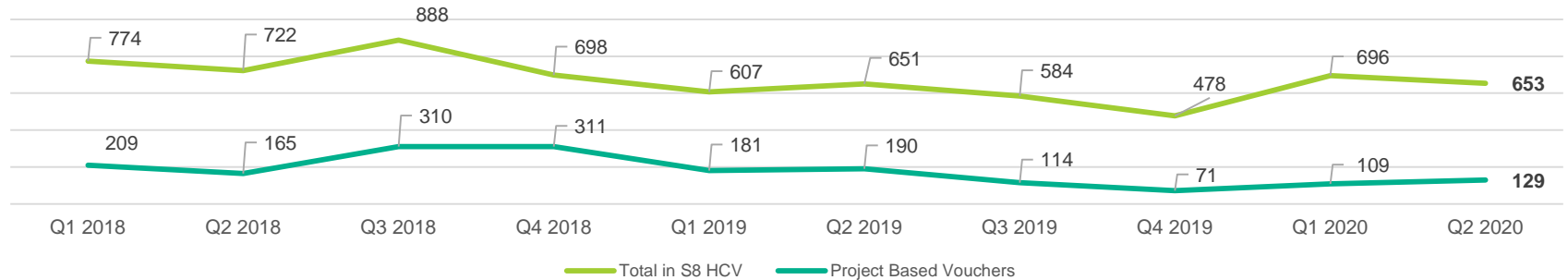
Total Vouchers Available



Utilization % for Homeless Voucher Programs



Total Leases Signed



Funding Diversification



As of Calendar 12/31:

	2017	2018	2019
Total Grants Baseline (#)	24	27	41
Total Grant Funding Baseline (\$)	\$119,481,241	\$155,031,241	\$179,329,194

2020

	Q1	Q2
New Grants Awarded (#)	-	7
New Funding Committed (\$)	-	\$35.4M



Q2: *Watts Rising Choice Neighborhood Implementation; Service Coordinator Grants (4); Community Healthworker Supplemental Grant; COVID-19 Training Grant*

Strategic Partnerships



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

2020:

Q1

Q2

-

17

2019 Totals

2020 Updates



Education



Job Training



Government Agencies



Private Business



Public Health



Non-Profit

Q2: Watts Healthcare Corp; USC-Center for Translational Science Institute; AltaMed; Behavioral Resource Center; Martin Luther King Community Hospital; The Community Healing and Trauma Prevention Center; Providence Medical Clinic; Mayor's Office of Economic Opportunity; Children's Institute Inc.; Bridge Housing, The Michaels Organization; Watts/Century Latino Organization; Watts Empowerment Center; Restore Neighborhoods LA; Primestor Development; Northeast Trees; CA FreshWorks