



# NYCHA DOES.

NEW YORK CITY HOUSING AUTHORITY • 2010 ANNUAL REPORT





*On the front cover: NYCHA Garden and Greening Program, Drew Hamilton Houses*

*On this page: Smith Houses*

# NYCHA DOES.

If NYCHA was a city, it would rank  
22nd in population size in the United States.

Providing safe, comfortable, affordable homes for 397,522 public housing residents, rental assistance to 235,655 Section 8 residents and maintaining the physical infrastructure of 178,882 apartments in 2,602 residential buildings in 334 developments throughout the five boroughs of New York City is a complex task.

Managing so many moving parts is a challenge;  
yet that is what NYCHA does well—every day.

In 2010, 11,686 dedicated NYCHA employees provided essential services for the 7.6 percent of the City's population who call NYCHA home or participate in the Section 8 program. We efficiently utilized funding and resources to preserve low- and moderate-income housing stock to ensure that working families can continue to call New York City home.

NYCHA does more than provide affordable homes—  
it supports, strengthens and enhances New York City.

NYCHA provides comprehensive social services that support and strengthen families, increase neighborhood stability, encourage economic advancement and improve quality of life. In 2010, using expertise and experience, NYCHA continued this commitment by allocating \$63 million from its operating budget to community programs and social services that directly benefit not only residents but also tens of thousands of New Yorkers who live near NYCHA communities.

## BUT NYCHA CANNOT DO IT WITHOUT YOU.

As economic conditions across the nation pose challenges to both families' and governments' budgets, NYCHA no longer can rely on only traditional sources for the funding that directly impacts the quality of life of so many New Yorkers. NYCHA needs your support. We are actively seeking partnerships to develop and deliver innovative public/private programs that impact thousands of lives. Learn more about what NYCHA does and about partnership opportunities by visiting [www.nyc.gov/nycha](http://www.nyc.gov/nycha).

## NEW YORK CITY HOUSING AUTHORITY **2010 ANNUAL REPORT**

A Message from Mayor Michael R. Bloomberg . . . . .	4
A Message from NYCHA Chairman John B. Rhea . . . . .	5

### **NYCHA DOES IT WELL.**

Preserving affordable housing stock to secure a better way of life. . . . .	8
Putting people first: working hard to give residents the best . . . . .	12
Pursuing development with sustainability in mind . . . . .	14
Making the numbers work. . . . .	16

### **NYCHA DOES MORE.**

Supporting families and strengthening communities. . . . .	22
Fostering job and career opportunities. . . . .	24
NYCHA as an economic engine . . . . .	28

### **BUT NYCHA CANNOT DO IT WITHOUT YOU.**

Laying the groundwork for the future . . . . .	32
NYCHA needs your support . . . . .	34

NYCHA Leadership . . . . .	36
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NYCHA DOES.



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## A MESSAGE FROM MAYOR MICHAEL R. BLOOMBERG

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Dear Friends:

The New York City Housing Authority is a critical partner in our City's efforts to provide quality affordable housing for low- and moderate-income residents throughout the five boroughs. Home to an estimated eight percent of New Yorkers, NYCHA developments are vital to the health and future of our city.

Yet, like most public housing authorities, NYCHA faces extraordinary challenges—the result of federal underfunding for almost a decade. Despite these difficulties, and as you will read in the following pages, our Administration has worked hard to ensure that low- and moderate-income New Yorkers are well served by NYCHA. When I appointed John Rhea as NYCHA's Chairman in 2009, I asked him to work to

improve residents' quality of life and increase both the Authority's transparency and its opportunities for partnership with nonprofit and private sector organizations. I knew he could provide the bold vision and dynamic leadership needed to manage NYCHA at a particularly difficult time.

Our Administration is committed to seeking innovative ways to increase federal funding and foster public/private partnerships to maintain and improve NYCHA services. In 2010, NYCHA entered into an agreement with private sector organizations that is bringing an additional \$65 million in new federal financing to 21 NYCHA developments every year. This is an outstanding example of how we are generating more financing for NYCHA and strengthening our communities.

In addition to providing housing, the Authority strives to create stronger communities by offering job training and placement programs, helping residents save money, and working with residents and other government agencies to improve the safety and security of its developments. Our Administration looks forward to continuing our work with Chairman Rhea and the New York City Housing Authority.

Sincerely,

Michael R. Bloomberg  
Mayor

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## A MESSAGE FROM NYCHA CHAIRMAN JOHN B. RHEA

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*NYCHA Board: Victor A. Gonzalez, Board Member; John B. Rhea, Chairman; Emily Youssouf, Vice Chair; and Margarita López, Board Member*

The success that the New York City Housing Authority, our residents and our partners achieved in 2010 affirms both our commitment to investing in our communities and the tremendous value we place on collaboration, innovation and customer engagement. From promoting workforce development through the Office of Resident Economic Empowerment & Sustainability, to securing the indispensable resource of public housing for the future with a refocused effort to repair, maintain and modernize NYCHA's aging homes, we seized one opportunity after the next in 2010.

The NYCHA Board is extremely proud of our accomplishments and of the NYCHA professionals who stand behind them. We also are inspired by the commitment of our partners—city agencies, community-based organizations, businesses and others—who believe, as we do, that supporting low- and moderate-income families is central to ensuring New York City's prosperity.

Examples of this commitment are highlighted in the NYCHA 2010 Annual Report and they are matched every day by the NYCHA professionals who serve the approximately 630,000 public housing residents and Section 8 participants who count on us.

Throughout NYCHA's long history, in times of challenge and opportunity, we have remained an integral part of the vibrant working and middle class neighborhoods that are the backbone of New York City. We are excited about our future, and building upon our current success will take an even greater effort to strengthen existing partnerships, forge new coalitions and focus on the needs of NYCHA customers. Join us as we embark upon a new vision for public and affordable housing in New York City.

Sincerely,

A handwritten signature in black ink that reads 'John B. Rhea'. The signature is fluid and cursive, with a long horizontal stroke at the end.

John B. Rhea  
Chairman



# NYCHA DOES IT WELL.

## IN 2010 NYCHA SUCCEEDED IN:

### Preserving affordable housing stock to secure a better way of life > pg. 8

Public housing and Section 8 housing account for 13% of the City's rental apartments and are home to 7.6% of the City's population—and the need for affordable housing is growing.

### Putting people first: working hard to give residents the best > pg. 12

633,177 public housing residents and Section 8 participants in New York City are served by 11,686 hard-working professionals.

### Pursuing development with sustainability in mind > pg. 14

By making NYCHA housing more sustainable, we are making it more affordable and more livable.

### Making the numbers work > pg. 16

87% of NYCHA's funding directly benefits our residents.

## 2010 HIGHLIGHTS:

**\$210M**

in stimulus funds  
for construction

**21,000**

unfunded units now eligible  
for federal subsidy

**\$14.5M<sup>+</sup>**

in public and private grants

# Preserving affordable housing stock to secure a better way of life

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Public housing and Section 8 housing account for 13% of the City's rental apartments and are home to 7.6% of the City's population—and the need for affordable housing is growing.



Thelma Yearwood, Meltzer Towers

## NYCHA 2010 AFFORDABLE HOUSING PRESERVATION ACHIEVEMENTS:

- ▶ Federalization preserved more public housing units than Chicago, Boston and D.C. portfolios combined
- ▶ Expended \$210M in stimulus funds for construction projects
- ▶ \$55M invested in 135+ elevator upgrades

For more than 75 years, the New York City Housing Authority (NYCHA) has provided one of the most vital resources to the social and economic well being of New York City—*safe, stable and affordable homes*.

With the need for affordable housing on the rise and government funding to provide it on the decline, NYCHA is facing one of the greatest challenges and most vital calls to action in a generation. We are responding to these competing pressures by proactively managing costs, maximizing our use of resources and partnering with public entities and private organizations to deliver and improve services.

NYCHA not only continues to preserve and expand affordable housing stock despite these challenges; we are doing it more creatively than ever.

### MAXIMIZING FEDERAL FUNDING

Sixty-six percent of NYCHA's operating budget comes from the federal government, a figure increasingly at risk considering current economic conditions and the likelihood of fewer resources available to support operations. In 2010, we proactively addressed these funding challenges in creative and pioneering ways:

- **Successful Federalization Plan:** Pivotal to NYCHA's long-term strategy to provide a sustainable financing solution to unmet operating and capital needs, we successfully executed our pioneering Mixed-Finance Modernization Plan that fully "Federalized" 21 City- and State-built developments that previously had no dedicated funding stream. Our plan is rehabilitating 21,000 apartments at 21 public housing developments. Federalization made these homes eligible for a dedicated annual federal subsidy of up to \$65 million to fund operations and capital work—a historic achievement. Federalization was completed in partnership with Citi Community Capital; U.S. Department of Housing and Urban Development (HUD); the New York City Housing Development Corporation; New York City Department of Housing Preservation and Development; New York State Senate and Assembly; New York City Council; Housing Partnership Development Corporation; and Enterprise Community Partners.



Mayor Michael R. Bloomberg (center), NYCHA Chairman John B. Rhea (left) and HUD Secretary Shaun Donovan (right) announce the Federalization transaction

- **Record allocation of \$423 million in Recovery Act funding:** NYCHA received the largest grant made to a public housing authority from the 2009 American Reinvestment and Recovery Act (Stimulus). We not only successfully assigned every Stimulus dollar received—modernizing elevators, repairing and replacing roofs, upgrading heating and plumbing systems and implementing energy enhancing green initiatives at more than 160 developments—but NYCHA did so in advance of the federal government's March 17, 2010 deadline.

## LEVERAGING PARTNERSHIPS

Diminished tax revenue paired with tighter availability of credit has slowed housing development throughout the city. Through innovative partnerships, NYCHA is addressing the growing need for affordable housing, helping to secure the funding necessary for 6,000 new units to be built by 2014 as part of Mayor Bloomberg's New Housing Marketplace Plan:

- **New affordable housing developed through public/private partnerships:** As of 2010, NYCHA completed more than 1,300 units, with nearly 1,000 units under construction, and 1,850 units in pre-development planning, many funded through public/private partnerships. Council Towers VI—developed via partnership with the Department of Housing Preservation and Development (HPD), the Housing Development Corporation (HDC) and the Metropolitan Council on Jewish Poverty, and funded by HUD Section 202—addresses both the need for new low-income senior housing with appropriate, on-site services, while preserving current stock. Income-eligible NYCHA seniors will be given preference for the new apartments (the first time HUD has granted such a preference), freeing up larger apartments for families on NYCHA's waiting list.
- **Serving a record number of families through the Section 8 program:** NYCHA manages the largest Section 8 program in the nation. As the economy worsened in 2009, the need for affordable housing became even more urgent. In response to the increased demand for rental assistance during this time of economic pressure, we responded by serving a record number—nearly 102,000 participants—through our Section 8 program. NYCHA maintained this support by partnering with HPD, the New York State Division of Housing and Community Renewal (DHCR) and HUD to develop a creative solution that ensured every participating family continued to have access to affordable housing.



*Gora family, Vladeck Houses*



*Chowdhury family, La Guardia Houses*



“It is good to be home.”

United States Supreme Court  
Associate Justice Sonia Sotomayor

In 2010, NYCHA renamed the 28-building Bronxdale development and Community Center the Justice Sonia Sotomayor Houses, making it the first NYCHA property named for a living former resident.

Sotomayor, the U.S. Supreme Court’s first Hispanic-American justice and a former NYCHA resident, spent her formative years at 1825 Bruckner Boulevard with her mother, father and brother, learning the lessons that would eventually mold her into the woman who now serves on the highest court in the United States. “I am deeply humbled and touched that these Houses will now bear my name, and I am so grateful for all they have given me in my life,” said Justice Sotomayor at the renaming ceremony.

United States Supreme Court Associate Justice Sonia Sotomayor arrives at the ceremony for the renaming of the Justice Sonia Sotomayor Houses in the Bronx

# Putting people first: working hard to give residents the best

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633,177 public housing residents and Section 8 participants in New York City are served by 11,686 hard-working professionals.



Thomas Mugno, Assistant Director, NYCHA Customer Contact Center

## NYCHA 2010 CUSTOMER SERVICE ACHIEVEMENTS:

- ▶ Serviced 345,000+ customer visits at the Customer Contact Centers
- ▶ Language Services Unit performed 7,949 interpretations in 21 different languages
- ▶ Improved elevator repair time by 15% across 3,300 car fleet

NYCHA provides a number of essential services to New Yorkers, many who otherwise would not be able to live in the five boroughs. Whether processing applications for prospective residents and Section 8 voucher holders, responding to maintenance and repair requests, ensuring the safety and security of its homes and communities or providing access to an array of important community programs and social services, NYCHA is improving its customer-centric model.

To help our team provide a high level of service to its customers, we proactively attract, develop and retain skilled talent. This includes a large percentage of public housing and Section 8 residents, helping to ensure that our professionals have first-hand knowledge of the experiences and concerns of residents.

### IMPROVING SAFETY AND SECURITY

The NYCHA Safety and Security Task Force was formed in 2009 as a partnership among NYCHA, its residents and the New York City Police Department (NYPD) to address safety and security concerns in developments. The Task Force implemented many key recommendations in 2010 to improve residents' quality of life and communications among NYCHA, residents and NYPD, including the re-launch of the resident patrol program as Resident Watch and developing new NYPD patrol guidelines for public housing. We also were awarded a \$250,000 HUD grant to install our first pilot building access security system at Mott Haven Houses.



*Cleotilda Morales, NYCHA Caretaker, and James Key, Manhattanville Houses*

### ENHANCING CUSTOMER SERVICE

As part of NYCHA's initiative to make major, citywide improvements to our customer service operations, we opened or modernized three new Customer Contact Centers—in the Bronx, Brooklyn and Queens—key components of our NYCHA Improving Customer Experience (NICE) program. The Customer Contact Centers establish one point of contact to process all applications for public housing and requests from Section 8 voucher holders and landlords.

### INVESTING IN STAFF

NYCHA's Leadership Academy, in collaboration with Baruch College, identifies future agency leaders, cultivates their talents and ideas, and provides them with professional development opportunities at NYCHA. Through team projects and seminars, these bright and determined professionals develop innovative solutions to NYCHA's most pressing challenges.

# Pursuing development with sustainability in mind

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By making NYCHA housing more sustainable, we are making it more affordable and more livable.



## NYCHA 2010 SUSTAINABILITY ACHIEVEMENTS:

- ▶ Published “The Green Guide” to help residents reduce carbon footprint and save money
- ▶ Invested \$1.7 million in NYCHA’s first Green Roof, at Corsi Houses
- ▶ Awarded *Association of Energy Engineers Project of the Year: Castle Hill Houses*

Through our “Green Agenda” of sustainability programs, NYCHA is collaborating with residents, investing in new technology and harnessing the power of innovation to make our homes and communities more sustainable.

These efforts are helping to lower the life cycle costs of our buildings and their maintenance, saving what ultimately could be millions of dollars that can be reinvested in developing new housing; repairing, maintaining and modernizing NYCHA’s aging homes; and funding the numerous community programs and social services that help residents move toward self-sufficiency.

NYCHA is a key partner in PlaNYC—New York City’s bold agenda to meet the challenges of a growing population, aging infrastructure, a changing climate and an evolving economy.

### PROMOTING SUSTAINABLE DESIGN AND DEVELOPMENT

All of NYCHA’s renovations and new construction are being certified with Enterprise Green Communities (EGC)—a set of guidelines specifically suited to “greening” affordable housing that minimizes construction waste and maximizes water conservation, energy efficiency and the use of non-toxic building materials. NYCHA is part of PlaNYC’s efforts to certify approximately 40 affordable housing developments annually as EGCs, and renovating more than 30,000 units to energy efficiency and sustainability requirements by 2014.

### KEEPING WATER CLEAN

NYCHA established three stormwater pilot projects at Bronx River Houses in partnership with the Department of Environmental Protection (DEP), and incorporating input from residents. The projects are part of DEP’s Green Infrastructure Plan, which presents new approaches to improving water quality. The stormwater projects aim to slow and reduce stormwater runoff that enters the combined sewer system, creating more space in the system during storms.



Mayor Michael R. Bloomberg (left), NYCHA Commissioner Margarita López (center) and NYCHA Chairman John B. Rhea (near right) coat a Cool Roof at Betances Houses

### INCREASING ENERGY EFFICIENCY

- Replaced conventional lighting with compact fluorescent light bulbs at Castle Hill Houses, significantly reducing electricity use and saving \$450,000 annually.
- New heating and hot water equipment installed at Castle Hill Houses reduced natural gas consumption by 25 percent, saving more than \$600,000.
- In collaboration with the New York Power Authority, installed instantaneous hot water heaters in more than 80 developments, reducing energy needed to produce hot water by an average of 11 percent.
- Coated more than 100,000 square-feet of roof with a reflective coat, enhancing roof durability and reducing building cooling loads.

# Making the numbers work

## 87% of NYCHA's funding directly benefits our residents.

NYCHA is committed to organizational transparency. By providing accurate, up-to-date, strategic, financial and programmatic information, our partners, supporters and residents have a better understanding of our position, prospects and plans.

NYCHA's revenues primarily come from the federal government. In 2010, 36 percent of our revenues were provided by the Department of Housing and Urban Development (HUD) for the Section 8 Program, which provides access to housing in the private rental market for low-income New Yorkers. HUD provided an additional 30 percent of our funding earmarked specifically for NYCHA-administered public housing. Another 28 percent is generated via rent paid by public housing residents. The remaining revenue originates from a variety of sources, including parking, service fees, grants and philanthropic support.

NYCHA invests its revenue primarily in service delivery, including repair and maintenance, on-site property management, subsidies to landlords who provide housing to Section 8 residents and resident support services including job training and placement, after school programs and senior services. Our commitment to making the numbers work is best exemplified by our efforts to keep overhead costs as low as possible.

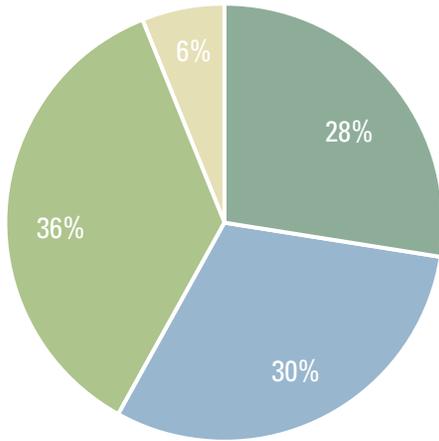
### NYCHA 2010 FINANCIAL HIGHLIGHTS:

- ▶ Received more than \$14.5M in funding from grants: 92% were public, 8% were private\*
- ▶ Large private grants received include \$750,000 from Robin Hood and \$250,000 from the Goldman Sachs Urban Investment Group for resident job training and employment programs
- ▶ Received \$205,000 from the Mayor's Fund to Advance New York City for early childhood education programs

\* The Office of Public/Private Partnerships was created in February 2010 to increase NYCHA's private funding opportunities.

# NYCHA 2010 REVENUE AND EXPENSE

## REVENUE: \$3.084 BILLION

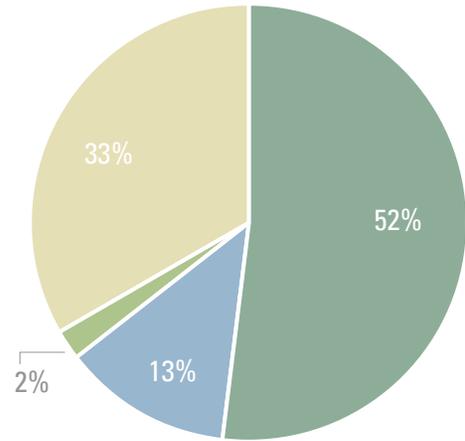


- Dwelling Rent  
\$857 million
- Public Housing Subsidy  
\$940 million
- Section 8 Subsidy  
\$1.1 billion
- Other Revenues\*  
\$188 million

66% of NYCHA's revenue comes from federal funding. These subsidies allow low-income New Yorkers to pay affordable rents for housing in the public and private markets.

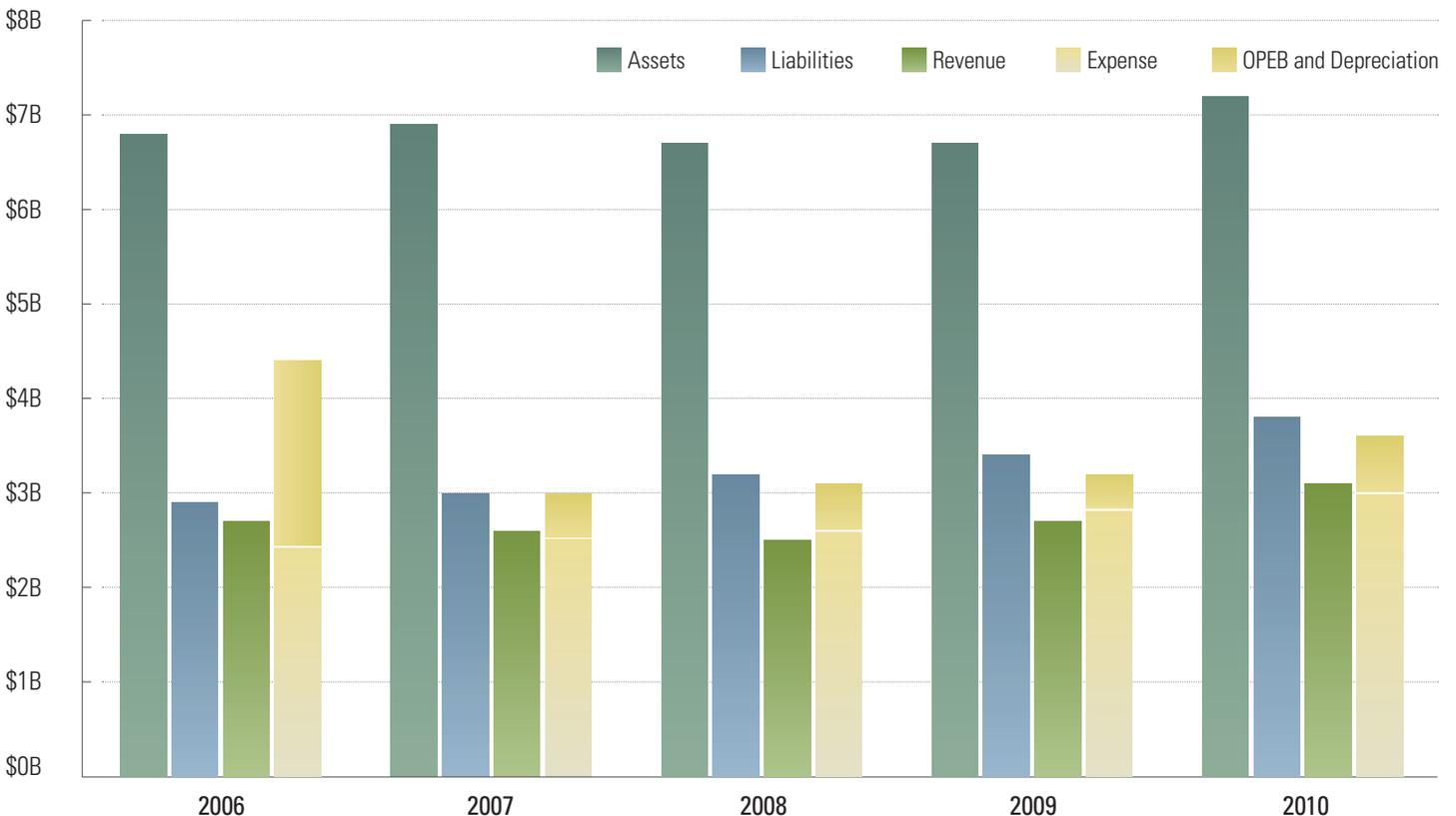
\* Grants, service fees, commercial rent, interest and gain on the sale of capital assets

## EXPENSE: \$2.983 BILLION



- Front-Line Property Expenses  
\$1.555 billion
- General and Administrative Support  
\$375 million
- Resident Services  
\$63 million
- Section 8 Landlord Payments  
\$990 million

# NYCHA REVENUE, EXPENSE, ASSETS AND LIABILITIES: FIVE-YEAR ANALYSIS



# NYCHA STATEMENT OF NET ASSETS

DECEMBER 31, 2010 AND 2009

	2010	2009
	(\$ in Thousands)	
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 1,115,593	\$ 1,114,868
Accounts receivable, net	157,778	139,886
Prepaid expenses	91,243	86,150
Inventories	10,943	12,965
<b>Total current assets</b>	<b>1,375,557</b>	<b>1,353,869</b>
<b>NON-CURRENT ASSETS</b>		
Capital assets, net	5,564,978	5,337,034
Restricted cash and cash equivalents	109,787	37,097
Restricted investments	172,138	10,667
Other assets	10,901	588
<b>Total non-current assets</b>	<b>5,857,804</b>	<b>5,385,386</b>
<b>TOTAL ASSETS</b>	<b>7,233,361</b>	<b>6,739,255</b>
<b>CURRENT LIABILITIES</b>		
Accounts payable	95,253	91,167
Accrued liabilities	209,324	219,408
Claims payable	61,359	59,741
Accrued leave time	56,041	52,020
Pollution remediation obligations	24,037	9,097
Unearned revenues and other current liabilities	72,741	172,117
<b>Total current liabilities</b>	<b>518,755</b>	<b>603,550</b>
<b>NON-CURRENT LIABILITIES</b>		
Bonds and mortgages payable, net	535,235	283,608
Claims payable	227,457	225,087
Accrued leave time	137,390	136,804
OPEB liability	2,348,557	2,071,599
Pollution remediation obligations	7,610	11,944
Other liabilities	18,292	17,447
<b>Total non-current liabilities</b>	<b>3,274,541</b>	<b>2,746,489</b>
<b>TOTAL LIABILITIES</b>	<b>3,793,296</b>	<b>3,350,039</b>
<b>NET ASSETS</b>		
Invested in capital assets, net of related debt	5,236,899	5,060,566
Restricted for housing assistance payments	14,130	14,289
Unrestricted (deficit)	(1,810,964)	(1,685,639)
<b>TOTAL NET ASSETS</b>	<b>\$ 3,440,065</b>	<b>\$ 3,389,216</b>

# NYCHA STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

FOR THE YEARS ENDED DECEMBER 31, 2010 AND 2009

	2010	2009
	(\$ in Thousands)	
<b>OPERATING REVENUES</b>		
Tenant revenue, net	\$ 870,977	\$ 830,148
Other income	41,862	19,164
<b>Total operating revenues</b>	<b>912,839</b>	<b>849,312</b>
<b>OPERATING EXPENSES</b>		
Rent for leased dwellings	989,506	949,652
General and administrative	720,397	728,549
Utilities	572,549	538,790
Ordinary maintenance and operations	532,088	473,313
OPEB expense	327,575	116,805
Depreciation	319,615	318,204
Protective services	87,467	85,380
Tenant services	29,200	28,972
<b>Total operating expenses</b>	<b>3,578,397</b>	<b>3,239,665</b>
<b>OPERATING LOSS</b>	<b>(2,665,558)</b>	<b>(2,390,353)</b>
<b>NON-OPERATING REVENUES (EXPENSES)</b>		
Subsidies and grants	2,163,495	1,825,990
Investment income	8,256	11,666
Change in fair value of investments	13	(360)
Interest expense	(17,349)	(8,931)
<b>Total non-operating revenues, net</b>	<b>2,154,415</b>	<b>1,828,365</b>
<b>LOSS BEFORE CAPITAL CONTRIBUTIONS</b>	<b>(511,143)</b>	<b>(561,988)</b>
<b>CAPITAL CONTRIBUTIONS</b>	<b>561,992</b>	<b>443,537</b>
<b>CHANGE IN NET ASSETS</b>	<b>50,849</b>	<b>(118,451)</b>
<b>NET ASSETS, BEGINNING OF YEAR</b>	<b>3,389,216</b>	<b>3,507,667</b>
<b>NET ASSETS, END OF YEAR</b>	<b>\$ 3,440,065</b>	<b>\$ 3,389,216</b>



Partners in Reading program, Parkside Houses Community Center

# NYCHA DOES MORE.

## IN 2010 NYCHA SUCCEEDED IN:

### Supporting families and strengthening communities > pg. 22

Our buildings are vital, but it is the people who ultimately will transform a NYCHA building into a home, and a NYCHA development into a community.

### Fostering job and career opportunities > pg. 24

Working families account for nearly 48% of NYCHA families.

### Serving as an economic engine > pg. 28

As a consumer and service provider, NYCHA contracts total approximately two billion dollars annually with local vendors, suppliers, construction companies, landlords and utilities.

## 2010 HIGHLIGHTS:

**\$63M**

allocated for  
community programs

**44%**

increase in resident  
job placements

**1,490**

Section 3 hires—  
the most in the country

# Supporting families and strengthening communities

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“Our buildings are vital, but it is the people who ultimately will transform a NYCHA building into a home, and a NYCHA development into a community.”

—NYCHA Chairman John B. Rhea



## NYCHA 2010 COMMUNITY PROGRAM HIGHLIGHTS:

- ▶ 470 community programs support NYCHA and New York City residents
- ▶ NYCHA senior programs serve 1,059 individuals daily
- ▶ 5,800+ youths enrolled in NYCHA youth programs every month

Each year, NYCHA allocates more than \$60 million to support programs, services and outreach initiatives that more than 150,000 residents and members of their surrounding communities rely on. Our community programs and social services often are a lifeline to residents, particularly special age or special needs groups including children, teens, seniors and victims of domestic violence.

NYCHA runs more than 40 citywide programs, including sports and recreation, literacy classes, education courses, arts and crafts, community gardening, childcare feeding and lunch and senior companion initiatives. In addition, 173 sponsoring agencies provide services at our Community Centers.

### GIVING PARENTS THE TOOLS THEY NEED

As the first City agency to launch its program under Mayor Bloomberg's Citywide Fatherhood Initiative, NYCHA is helping fathers strengthen connections with their children and, in turn, improve family life through various workshops and programs. The NYCHA Fatherhood Initiative is looked to as a model by other public housing authorities across the United States.

### IMPROVING CHILDHOOD LITERACY

Partners in Reading, a collaborative effort with the Mayor's Office and the Department of Education, is improving the literacy skills of six- to eight-year-olds through a combination of classroom instruction, homework assistance, individual tutoring, interactive projects and parental outreach. Nearly 1,200 children are enrolled at 82 community centers.



*Efrain Sanchez and Alberto Vazquez, Gompers Houses*

### ENCOURAGING ARTISTIC EXPRESSION

The Harborview Visual Arts Program improves the quality of life for NYCHA residents by encouraging them to express themselves through artwork. NYCHA's Annual Resident Art Show features 350 works of art by residents who participate in weekly workshops or who create art independently.

# Fostering job and career opportunities

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Working families account for nearly 48% of NYCHA families.



Taylor Cranston, Soundview Houses resident and Section 3 employee

## NYCHA 2010 ECONOMIC OPPORTUNITY ACHIEVEMENTS:

- ▶ 953 new job placements through REES—a 44% increase over 2009
- ▶ 203 NYCHA residents placed in building trades unions
- ▶ Re-launched Family Self-Sufficiency: empowers Section 8 residents to achieve financial goals

NYCHA, through the Office of Resident Economic Empowerment & Sustainability (REES), conducted an extensive reevaluation of the ways in which it could best support residents' increased earnings and asset building. Based on this work, NYCHA is in the process of implementing a new outcome-driven resident economic opportunity platform focused on service coordination, strategic partnerships and leveraging localized external resources to support resident advancement and success.

### SETTING THE STANDARD FOR HIRING RESIDENTS

In line with NYCHA's new approach, the agency is using its assets to support residents to achieve greater economic outcomes. One of NYCHA's assets is the creation of and access to jobs. Through direct hires with NYCHA and with outside contractors, there were 1,490 resident job placements in 2010 through the federally-mandated Section 3 program—more than any other public housing authority in the country. Section 3 is one tool for generating economic opportunities for public housing residents tied to NYCHA's core operations. NYCHA has instituted several enhancements to increase job placement and advancement opportunities, including the NYCHA Resident Training Academy (see description on the next page); resident hiring planning and tracking tools used during and after the bidding process with contractors; diversifying the types of jobs offered within and beyond the construction industry; agreements with various unions that create apprenticeship and journeyman opportunities; and establishing "re-placement" support to residents to foster employment continuity given the short-term and seasonal nature of many Section 3 jobs.



*Financial Independence Today (FIT) Center, Astoria Houses*

### SUPPORTING FINANCIAL STABILITY

NYCHA is owed as much as \$20 million in uncollected rent in any given month—revenue needed to help maintain ongoing operations and programs. In response, we launched the Financial Independence Today (FIT) Program, an innovative partnership with the East River Development Alliance (ERDA) and the United Way of New York City to focus on increasing financial stability for public housing residents, particularly those facing rental arrears. FIT assists many economically vulnerable families with financial management tools and helps NYCHA better understand how our policies impact a family's long-term economic stability.

## EMPOWERING THROUGH PIONEERING, HANDS-ON EMPLOYER-LINKED JOB TRAINING

NYCHA partnered with Robin Hood—a non-profit organization whose mission is to fight poverty in New York City, to launch a program that trains residents for employment at NYCHA developments, or construction-related jobs with NYCHA contractors. The NYCHA Resident Training Academy exceeded first-year goals; 89 percent of graduates were hired by NYCHA as maintenance aides or caretakers or secured positions with NYCHA contractors as construction workers.

## PROVIDING ACCESS TO COMMUNITY-BASED ECONOMIC AND EDUCATIONAL OPPORTUNITIES

Serving as a citywide model for bringing public housing residents together with organizations in their surrounding communities, the Lincoln Center Collaborative—a partnership with the Lincoln Center for Performing Arts, WABC-TV and Fordham University among others—is improving the quality of life in NYCHA communities by increasing residents' access to local economic and educational opportunities, jobs, internships, cultural events and services.

## CONNECTING RESIDENTS TO NEW EMPLOYMENT OPPORTUNITIES

The Jefferson Houses Jobs-Plus program, sponsored by the Center for Economic Opportunity, the Human Resources Administration, and the Goldman Sachs Urban Investment Group, offers customized employment services, financial incentives and peer support to working-age residents of Jefferson Houses. Since it began, 209 individuals have been hired for a new job or have received a promotion.



*Joel Polanco, Jefferson Houses, and Jacqueline Saltares, Acting Director, Jefferson Houses Jobs-Plus program*



**“It gave me the best opportunity ever; I upgraded my life.”**

Linda Sanchez, NYCHA Resident and NYCHA Resident Training Academy Graduate

A resident of Jackson Houses in the Bronx, Ms. Sanchez had been unemployed before signing up for the NYCHA Resident Training Academy. Not long after being part of the first class to complete the construction track and graduating, she got a part-time job as a non-union General Laborer. She quickly turned that into a full-time union job at Bushwick Houses as part of NYCHA’s Section 3 program. “I was always interested in construction, but I never thought women did anything other than flagging,” Ms. Sanchez said. “But I put gates up, I maintain the grounds and I do masonry work.”

The experience has done more than just help her to provide for her three-year old daughter. “I’m stable, independent and responsible.”

# Serving as an economic engine

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As a consumer and service provider, NYCHA contracts total approximately two billion dollars annually with local vendors, suppliers, construction companies, landlords and utilities.



## NYCHA 2010 ECONOMIC DEVELOPMENT ACHIEVEMENTS:

- ▶ Residents directly employed by NYCHA earned more than \$118M
- ▶ 48% of NYCHA's new hires—862 people—are NYCHA residents
- ▶ \$990M in rental assistance payments to 31,000+ private landlords

NYCHA is essential to the economic vitality of our City, contributing to New York City's economy at every level. Our residents are working families and retirees in fields as diverse as transportation, education, healthcare, construction, retail and government services. We directly employ nearly 12,000 people, including 3,418 residents.

As a consumer and service provider, NYCHA contracts total approximately two billion dollars annually with local vendors, suppliers, construction companies, landlords and utilities. These contracts, by extension, support job creation for New York City's non-profits, community-based organizations (CBOs) and businesses small and large, including a significant number of Minority- and Women-Owned Businesses (M/WBEs).

Through workforce training, direct employment, job seeking, education, childcare and a host of financial planning services, NYCHA helps provide crucial resources to families that sustain the city economically. In turn, NYCHA families spend money and contribute to local businesses, organizations and community groups that keep neighborhoods thriving.

### UTILIZING THE AMERICAN REINVESTMENT AND RECOVERY ACT TO THE CITY'S ADVANTAGE

The \$210 million in American Reinvestment and Recovery Act funds invested by NYCHA to rehabilitate more than 160 developments across the City did more than just modernize public housing, it also helped to create or retain jobs for New Yorkers. Vendors and businesses that NYCHA contracted to do rehabilitation work reported the full-time equivalent (FTEs) of 148 jobs in the 1st quarter of 2010; 306 FTEs in the 2nd quarter; 394 FTEs in the 3rd quarter; and 776 in the 4th quarter.



*NYCHA has more than 250,000 square feet of retail space in its developments*



Free lunch program, Haber House Senior Center

# BUT NYCHA CANNOT DO IT WITHOUT YOU.

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## Laying the ground work for the future > pg. 32

NYCHA is evolving the public housing model to make it financially, socially and environmentally sustainable—and available—to future generations of New Yorkers.

## NYCHA needs your support > pg. 34

NYCHA seeks partners that share its vision for preserving public housing and for helping its residents move toward self-sufficiency.

# Laying the groundwork for the future

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NYCHA is evolving the public housing model to make it financially, socially and environmentally sustainable—and available—to future generations of New Yorkers.

Build, Research, Invent, Design, Grow and Explore through Science (BRIDGES) program, Lehman Village Community Center



## NYCHA 2010 PLAN TO PRESERVE PUBLIC HOUSING ACHIEVEMENTS:

- ▶ Most comprehensive resident research undertaken by any public housing authority
- ▶ Engaged more than 1,000 employees through planning work teams and focus groups
- ▶ Staff interdisciplinary work teams developed strategic solutions to major challenges

With the U.S. economy in recession or stagnant over the last five years, limited resources for public housing and rental assistance are evaporating.

Since 2001, NYCHA's annual funding for capital improvements has decreased by \$92 million—a 22 percent reduction. While NYCHA received unprecedented federal support in 2010, our operating fund alone was underfunded by \$666 million between 2001 and 2009. Capital deficits are even larger and future year funding poses additional risks for NYCHA.

### PRESERVING THE HOUSING STOCK

NYCHA works unceasingly to address all requests for repair and maintenance at its more than 2,600 buildings. However, there is a backlog of needed work in NYCHA's invaluable housing stock. Many of its buildings are aging structures that require a great deal of repair, for which NYCHA receives inadequate funding. NYCHA estimates that it would cost approximately \$500 million to make interior repairs to every apartment.

### REAL LIVES HANG IN THE BALANCE

More than 630,000 New Yorkers are served by NYCHA's Public Housing and Section 8 programs; nearly 144,000 families are on the waiting list for conventional public housing; and approximately 125,000 families are on the waiting list for Section 8 housing.

### THINKING STRATEGICALLY

In response to critical funding needs, NYCHA is developing *The Plan to Preserve Public Housing*—a comprehensive five-year roadmap that articulates our strategy to preserve public housing and increase the stock of affordable housing in New York City. Among the Plan's initiatives is a strategy to attract new investment into public housing communities from private, non-profit and government sources. The Plan outlines new business opportunities, community development capabilities, as well as options for structuring public/private partnerships that tap into alternative funding sources.



*Council Towers VI at Pomonok Houses will provide affordable housing for seniors when it opens in 2012*

### WORKING WITH PARTNERS TO ADVANCE OUR GOALS

Partnerships are more critical than ever to NYCHA's mission, and vital to fulfilling our commitment to residents—and to the City of New York. Our Office of Public/Private Partnerships is charged with a critical goal—identifying and recruiting partners who share our values. The Office fosters civic engagement in public housing communities by linking partners to efforts that enhance the educational, employment, health and cultural needs of residents.

# NYCHA needs your support

NYCHA seeks partners that share its vision for preserving public housing and for helping its residents move toward self-sufficiency.

To strategically position the New York City Housing Authority as an attractive partner of choice for charitable investment opportunities and partnerships, NYCHA must leverage resources, its volume and scale of services, access to City, State and Federal elected officials, as well as its programmatic activities and innumerable partnerships with community-based organizations to enhance its position as the largest public housing authority in the nation.

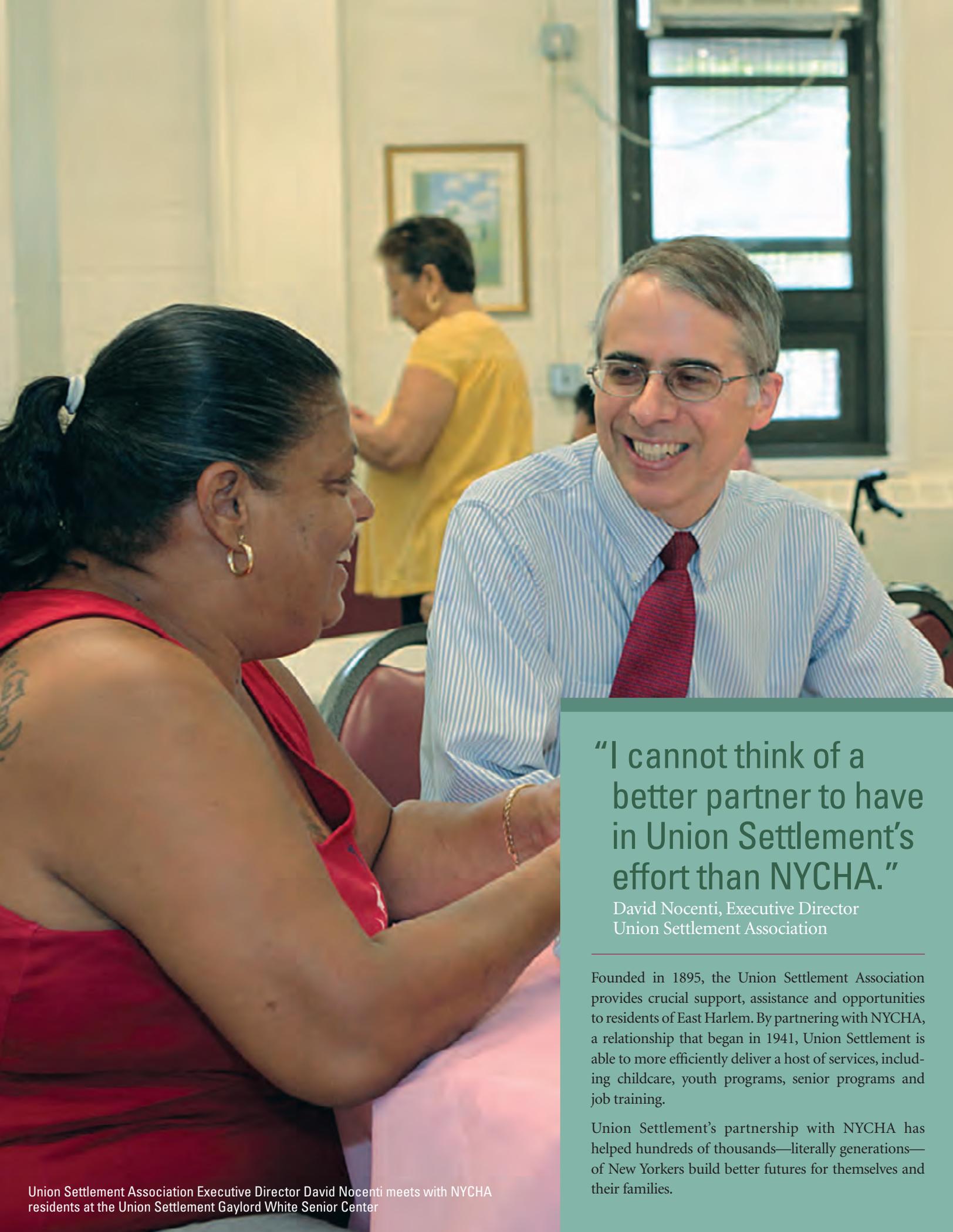
In February 2010, Chairman Rhea established the Office of Public/Private Partnerships to, in part, identify and recruit partners from the private sector who share the Authority's vision for improving the lives of its residents. The Office of Public/Private Partnerships is tasked with managing relationships with key external stakeholders, creating an outreach and development strategy for future partnerships with foundations and nonprofit institutions, and researching and identifying grant opportunities.

NYCHA seeks partners that share its vision for preserving public housing and for helping its residents move toward self-sufficiency. As the largest public housing authority in the United States with access to approximately 630,000 residents and Section 8 participants, NYCHA offers a wide range of programmatic opportunities providing potential partners with a customizable way to meet their philanthropic and charitable goals. With a platform that supports small pilots as well as large-scale programs for wide-scale replication, NYCHA is an excellent match for a variety of partners who seek meaningful and advantageous charitable investments.

To learn more about partnership opportunities with NYCHA, please call the Office of Public/Private Partnerships at 212.306.8299 or send an e-mail to [partnerships@nycha.nyc.gov](mailto:partnerships@nycha.nyc.gov).



*Camp NYCHA summer camp, Rutgers Houses Community Center*



**“I cannot think of a better partner to have in Union Settlement’s effort than NYCHA.”**

David Nocenti, Executive Director  
Union Settlement Association

Founded in 1895, the Union Settlement Association provides crucial support, assistance and opportunities to residents of East Harlem. By partnering with NYCHA, a relationship that began in 1941, Union Settlement is able to more efficiently deliver a host of services, including childcare, youth programs, senior programs and job training.

Union Settlement’s partnership with NYCHA has helped hundreds of thousands—literally generations—of New Yorkers build better futures for themselves and their families.

Union Settlement Association Executive Director David Nocenti meets with NYCHA residents at the Union Settlement Gaylord White Senior Center

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## NYCHA LEADERSHIP

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### BOARD MEMBERS

John B. Rhea, *Chairman*

Emily Youssouf, *Vice Chair*

Margarita López, *Board Member*

Victor A. Gonzalez, *Board Member\**

Vilma Huertas, *Secretary*

### EXECUTIVE STAFF

Michael Kelly, *General Manager*

Helen Morillo, *Chief of Staff*

Natalie Rivers, *First Deputy General Manager, Administration*

Carlos Laboy-Díaz, *Deputy General Manager, Operations*

Felix Lam, *Chief Financial Officer*

Sharon Myrie, *Deputy General Manager, Community Programs and Development*

Atefeh Riazi, *Chief Information Officer*

Lynn Godfrey, *Chief Communications Officer*

Brian Honan, *Director, State and City Legislative Affairs*

Sonia Kaloyanides, *General Counsel and Chief Ethics Officer*

Celeste Thomas Segure, *Director of Equal Opportunity*

Celeste Morgan Glenn, *Assistant Deputy General Manager, Capital Projects Administration*

Carlos Serrano, *Assistant Deputy General Manager, Leased Housing*

Michelle Pinnock, *Senior Advisor, Resident Economic Empowerment & Sustainability*

Debra-Ellen Glickstein, *Director, Resident Economic Empowerment & Sustainability*

Dawn Walker, *Director, Office of Public/Private Partnerships*

\* Following passage of a State legislature bill allowing for a resident to serve on NYCHA's Board, Mayor Bloomberg announced the July 2011 appointment of NYCHA's first Resident Board Member, marking the first time in the Authority's history that NYCHA residents are represented officially in critical policy, regulation and contract decisions for NYCHA.

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## NYCHA 2010 ANNUAL REPORT

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### PRODUCED BY

The NYCHA Department of Communications in collaboration with the NYCHA Office of the Deputy General Manager for Finance and the NYCHA Office of Public/Private Partnerships, including Eric Deutsch, Lynn Godfrey, Laura Johnson-Avanessian, Eva Medina, Christian Nwachukwu and Dawn Walker

### PHOTOGRAPHY

Peter Mikoleski, *NYCHA Senior Photographer*

Leticia Barboza, *NYCHA Photographer*

### CONCEPT, DESIGN AND LAYOUT

Petting Zoo

To see the stories of the families featured in this report, go to NYCHA's website at [www.nyc.gov/nycha](http://www.nyc.gov/nycha).



Camp NYCHA summer camp, Rutgers Houses Community Center



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NEW YORK CITY HOUSING AUTHORITY

250 Broadway, 12th Floor New York, NY 10007 212.306.3000  
[www.nyc.gov/nycha](http://www.nyc.gov/nycha) [Annual.Report@nych.a.nyc.gov](mailto:Annual.Report@nych.a.nyc.gov)