

NEW YORK CITY HOUSING AUTHORITY

Shola Olatoye, Chair/Chief Executive Officer



WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to approximately 404,000 low- and moderate-income City residents in 328 housing developments with nearly 178,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists nearly 87,000 families in locating and renting housing in privately owned buildings. In addition, the Authority facilitates access to critical social services to residents in their communities.

FOCUS ON EQUITY

NYCHA promotes equitable service delivery in providing low- and moderate-income New Yorkers with safe and affordable housing, facilitating access to social and community services, and increasing their opportunities for success. The Authority's ten-year strategic plan, NextGeneration (NextGen) NYCHA, is a multi-faceted, collaborative effort that seeks to achieve four key goals to strengthen and preserve public housing for the future. These goals are: Achieve short-term financial stability and diversify funding for the long term; Operate as an efficient and effective landlord; (Re)build, expand and preserve public housing and affordable housing stock; and Engage residents and connect them to best-in-class social services. As part of the Mayor's Housing New York Plan and in keeping with NextGeneration NYCHA's goal to expand housing opportunities, NYCHA restored homeless families' priority for public housing and continues to give homeless individuals priority for Section 8 resources. In 2015, NYCHA housed 287 homeless families in Section 8 LLC properties. NYCHA provided housing to 1,574 homeless families during calendar year 2015 and will provide 1,500 homeless families with public housing units each year from 2016 to 2025.

OUR SERVICES AND GOALS

SERVICE 1 Operate as an efficient and effective landlord.

- Goal 1a Improve rent collection.
- Goal 1b Expedite maintenance and repairs.
- Goal 1c Optimize apartment usage and ensure rental equity.
- Goal 1d Improve safety and security.

SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

- Goal 2a Preserve the public and affordable housing asset.
- Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.
- Goal 2c Increase access to affordable housing in privately owned units.
- Goal 2d Develop new mixed-use, mixed-income housing and resources.

SERVICE 3 Engage residents and connect them to best-in-class social services.

- Goal 3a Connect all residents to critical services in their communities.
- Goal 3b Increase employment opportunities among NYCHA residents.

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

NYCHA's rent collection remained stable at 94.9 percent from Fiscal 2015 to Fiscal 2016. Since the release of the NextGen NYCHA plan in May 2015, the Authority has launched several initiatives aimed at improving rent collection. These initiatives included reformatting rent statements, earlier mailings to provide extra notice, implementing automated rent payment reminder notices and calls and changing tracking and reporting methods on delinquent accounts. NYCHA is also working closely with the Human Resources Administration (HRA) to provide rental assistance to prevent eviction and remains focused on increasing overall rent collection performance.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Rent collection (%)	99.2%	94.4%	94.6%	94.9%	94.9%	97.5%	97.5%	Up	Neutral
Rent delinquency Rate (%)	NA	NA	NA	NA	27.7%	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Expedite maintenance and repairs.

The average time to resolve emergency service requests, which includes heat complaints, improved by 11 percent from 14.7 hours in Fiscal 2015 to 13.1 hours in Fiscal 2016 and remained well below the target of 24 hours. Improved management of work orders and maintenance staff responses to emergency service requests, along with a 14 percent reduction in heat-related service requests contributed to faster service.

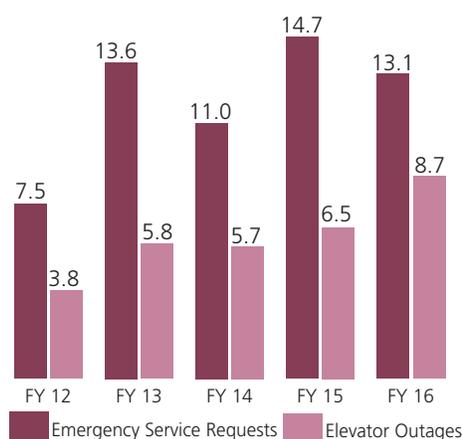
The average time to resolve non-emergency service requests was up five percent from 14 days in Fiscal 2015 to 14.7 days in Fiscal 2016. Non-emergency requests include both routine maintenance as well as more complex work performed by skilled trades. Routine maintenance work is now performed during annual apartment inspections, which is improving response time for routine maintenance. During the reporting period, NYCHA experienced an increase in work orders with more complex repair needs that require the work of skilled trades that are scheduled for the future and take longer to address. The Authority is rolling out a mobile electronic work order and inventory management program, which is expected to improve resolution times in Fiscal 2017.

The average time to resolve elevator outages increased by 34 percent from 6.5 hours to 8.7 hours but remained below the target of 10 hours. NYCHA's Elevator Division has implemented an expanded equipment safety inspection prior to restoring elevator service which has increased the time to resolve elevator outages.

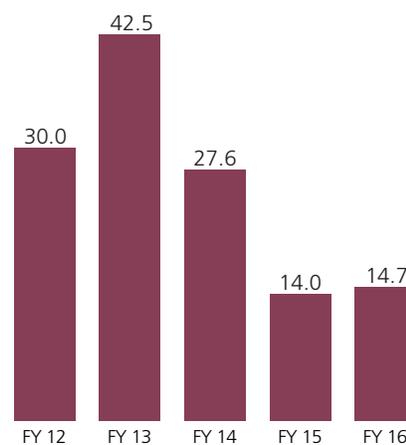
The average outage per elevator per month increased from 0.99 per car in Fiscal 2015 to 1.13 in Fiscal 2016. During the reporting period, working elevators were incorrectly reported as out of service by maintenance staff, which affected reported performance.

The number of alleged elevator injuries reported to DOB was up 18 percent from 17 to 20. NYCHA is now including elevator-related injuries to employees in this measure, which contributed to the increase during

Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)



Average Time to Resolve Non-Emergency Service Requests (days)



Fiscal 2016. NYCHA's Elevator Division and Safety and Security Department has implemented a Safety in Motion Task Force to improve overall safety for employees and additional safety training sessions for each elevator mechanic and helper.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average time to resolve emergency service requests (hours)	7.5	13.6	11.0	14.7	13.1	24.0	24.0	Down	Up
★Average time to resolve non-emergency service requests (days)	30.0	42.5	27.6	14.0	14.7	15.0	15.0	Down	Down
★Average time to resolve heat service requests (hours)	11.9	19.8	13.6	19.0	17.3	24.0	24.0	Down	Up
★Average time to resolve elevator outages (hours)	3.8	5.8	5.7	6.5	8.7	10.0	10.0	Down	Up
★Average outage per elevator per month	1.01	0.97	1.00	0.99	1.13	1.01	1.01	Down	Up
★Elevator service uptime	99.4%	99.2%	99.1%	99.0%	98.6%	97.0%	97.0%	Up	Neutral
★Alleged elevator injuries reported to DOB	13.0	16.0	9.0	17.0	20.0	↓	↓	Down	Up
★Elevator related fatalities	0	0	0	1	2	↓	↓	Down	Up
Management cost per dwelling unit (\$)	\$885	\$1,012	\$913	\$893	\$875	\$875	\$875	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 1c Optimize apartment usage and ensure rental equity.

The average time to prepare vacant apartments rose seven percent to 40.7 days in Fiscal 2016 from 38.2 days in Fiscal 2015. With an aging infrastructure and more than 17 billion dollars in capital needs, when residents move out, NYCHA is finding more apartments that need more repair work in order to return them to a state of good repair.

The average turnaround days for vacant apartments decreased 14 percent in Fiscal 2016 to 50 days compared to 58.1 days in Fiscal 2015. Regular, frequent reviews of the status of vacant apartments are contributing to improved turnaround times.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average time to prepare vacant apartments (days)	31.8	39.6	43.7	38.2	40.7	20.0	20.0	Down	Up
★Average turnaround days for vacant apartments	40.0	60.3	77.9	58.1	50.0	30.0	30.0	Down	Up

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Goal 1d Improve safety and security.

The crime rate year-to-date was up 10 percent from 12 in Fiscal 2015 to 13.2 in Fiscal 2016. NYCHA continues to work with the New York Police Department (NYPD) and other law enforcement agencies to develop ways to boost resident engagement, work with residents to secure additional funding for security measures such as CCTV, and increase communication about safety issues with residents.

As part of the Mayor's Action Plan for Neighborhood Safety (MAP), a comprehensive, citywide plan to make neighborhoods safer and reduce violent crime, construction started at 13 of the 15 MAP developments that are receiving new exterior LED light fixtures and at 10 of the 15 locations for CCTV/Layered Access Control (LAC) installation. Council funding has also enabled the installation or renovation of security cameras in 219 buildings at 32 designated developments.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Crime Rate Year To Date	11.9	12.4	13.3	12.0	13.2	*	*	Down	Neutral
★Major felony crimes in public housing developments	4,771	5,018	5,328	4,858	5,205	↓	↓	Down	Neutral

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SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

Goal 2a Preserve the public and affordable housing asset.

The percentage of active projects (all phases) on schedule increased from 24.4 percent in Fiscal 2015 to 64.4 percent in Fiscal 2016. During the reporting period, NYCHA's Capital Projects Division systematically reviewed all projects and made necessary adjustments to the schedules to accurately reflect issues such as scope and funding changes, contracts in litigation and regulatory agency requirements, resulting in a marked improvement in performance.

The percentage of active projects in construction on schedule increased from 54.9 percent in Fiscal 2015 to 94.2 percent in Fiscal 2016. Twenty-five percent of NYCHA's Capital Project portfolio is for exterior work which is weather dependent, and construction timeliness benefited from improved weather conditions during the reporting period. Revised construction schedules also contributed to improved timeliness.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Active capital projects on schedule (%)	29.1%	24.3%	32.3%	24.4%	64.4%	29.1%	29.1%	Up	Up
★ Active capital projects in construction phase on schedule (%)	91.1%	70.2%	61.0%	54.9%	94.2%	91.1%	91.1%	Up	Neutral

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Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.

The number of applicants placed in public housing decreased 15 percent from 4,939 in Fiscal 2015 to 4,211 in Fiscal 2016. In Fiscal 2015, approximately 700 apartments either damaged by Hurricane Sandy or held for the relocation of affected residents were released for re-occupancy. As vacant apartment inventory returned to normal levels in Fiscal 2016, placement levels followed. The decrease in public housing placements was also impacted by the downward trend in public housing move-outs, which declined 30 percent from 6,376 in Fiscal 2006 to 4,488 in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Apartments vacated	5.0%	4.5%	4.8%	3.9%	4.1%	*	*	Neutral	Down
★ Occupancy rate (%)	99.2%	98.8%	99.4%	99.5%	99.5%	99.2%	99.2%	Up	Neutral
Applicants placed in public housing	6,012	4,233	5,988	4,939	4,211	*	*	Up	Down
Working families residing in public housing (cumulative) (%)	48.0%	47.8%	47.6%	47.5%	46.7%	*	*	Up	Neutral

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Goal 2c Increase access to affordable housing in privately owned units.

The number of applicants placed through Section 8 vouchers was up 91 percent from 892 to 1,706. NYCHA's Section 8 program placed more applicants this year as a result of large scale canvassing of certified applicants on the Section 8 waiting list. New private building completions that include project-based Section 8 apartments increased program apartment availability which contributed to an increase in applicants placed off the waiting list.

The number of Section 8 occupied units decreased from 86,167 in Fiscal 2015 to 85,224 in Fiscal 2016 and the utilization rate for Section 8 vouchers decreased from 88 percent to 87 percent. There was a slight reduction in the number of occupied units and the voucher utilization rate as families searching for housing are having difficulty finding units available for rent. At the same time, NYCHA has utilized nearly 100 percent of the funding allocated for the Section 8 vouchers.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Families on Section 8 waiting list (000)	124	123	123	121	119	*	*	Down	Neutral
★ Utilization rate for Section 8 vouchers (%)	95.3%	93.9%	91.2%	88.1%	87.0%	97.0%	97.0%	Up	Neutral
★ Section 8 occupied units (vouchers)	93,789	91,892	88,529	86,167	85,224	87,000	87,000	Up	Neutral
Annual Section 8 inspections	89.2%	84.4%	89.8%	88.9%	78.0%	*	*	Up	Neutral
Annual Section 8 recertifications	86.4%	91.2%	92.9%	96.7%	98.0%	*	*	Up	Up
Applicants placed through Section 8 vouchers	421	933	384	892	1,706	*	*	Up	Up

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Goal 2d Develop new mixed-use, mixed-income housing and resources.

There are approximately 7,688 units in NYCHA's development pipeline, initiated in 2003. Of these, 3,384 units are completed, 576 units are under construction, 875 Section 8 units are being rehabilitated and approximately 2,853 units are in pre-development. Recently completed projects include Prospect Plaza Phase I in Brooklyn and the 168-unit Randolph Houses in Manhattan.

Through the NextGen NYCHA visioning process with residents and the community stakeholders as well as collaboration with the New York City Department of Housing Preservation and Development (HPD), three Requests for Proposals (RFP) have been issued and developer selection was completed in May 2016 for affordable housing development at Mill Brook in the Bronx, and Ingersoll and Van Dyke in Brooklyn. Additional RFPs for 100 percent and 50 percent affordable housing developments will be issued as part of Mayor de Blasio's Housing Plan for implementation over the next 8 years.

Going forward, NYCHA will be utilizing the Department of Housing and Urban Development (HUD) Rental Assistance Demonstration (RAD) program to conduct a comprehensive rehabilitation of the Ocean Bay (Bayside) property in Far Rockaway and ensure permanent affordability. NYCHA also recently submitted applications to HUD to conduct the RAD program work at approximately 5,200 additional units at other developments.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Apartments (000)	179	179	179	178	178	*	*	Neutral	Neutral
Number of developments	334	334	334	328	328	*	*	Neutral	Neutral
Number of buildings	2,597	2,585	2,563	2,553	2,528	*	*	Neutral	Neutral

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SERVICE 3 Engage residents and connect them to best-in-class social services.

Goal 3a Connect all residents to critical services in their communities.

NYCHA's Emergency Transfer Program (ETP) is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual abuse victims. The program is intended to enhance safety for at-risk residents by providing case management and confidential relocation services to another NYCHA development. The number of residents approved for the ETP program increased 14 percent from 815 to 931. NYCHA also reduced the ETP disposition time by 18 percent from 48.2 days in Fiscal 2015 to 39.6 days in Fiscal 2016. A new tracking system improved productivity and cases status visibility, which contributed to these improvements.

The percentage of initial social service tenant contacts conducted within five days of referral increased by six percentage points from 80 percent in Fiscal 2015 to 86 percent in Fiscal 2016. NYCHA's Family Services Department reviewed its caseload to focus on active cases with social services referrals, which enabled staff to make more initial contacts more quickly.

The referrals to supportive services rendered to senior residents decreased by 24 percent from 70,824 to 53,763. As the transition of NYCHA-operated senior centers to the Department for the Aging sites continues, referrals from these NYCHA centers are expected to decline.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Residents approved for the Emergency Transfer Program	849	937	808	815	931	*	*	Neutral	Neutral
★ Emergency Transfer Program disposition time (days)	44.18	54.25	45.91	48.17	39.60	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	76%	64%	68%	80%	86%	76%	76%	Up	Up
Referrals to supportive social services rendered to senior residents	94,665	96,548	84,987	70,824	53,763	*	*	Up	Down
Senior centers	38	37	33	32	15	*	*	Neutral	Down
Utilization of senior centers (%) ages 60+	157.0%	133.5%	143.0%	145.0%	116.0%	85.0%	85.0%	Up	Down

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Goal 3b Increase employment opportunities among NYCHA residents.

The resident job placements were up 30 percent in Fiscal 2016 to 1,410 compared to Fiscal 1,084 in Fiscal 2015. More NYCHA residents were hired as the result of a higher number of job openings at the Authority as well as the continued placement activity on contracts such as Bond B capital work and security contract work. The site lighting upgrades through City Capital funds have also been a source of placements during the reporting period.

The percentage of job placements to program graduates decreased in Fiscal 2016 to 63 percent compared to 69 percent in Fiscal 2015.

The number of youth placed in jobs through youth employment programs decreased slightly from 918 in Fiscal 2015 to 888 in Fiscal 2016 because there were fewer applicants this year.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Resident job placements	1,593	1,567	874	1,084	1,410	1,593	1,593	Up	Down
Job training programs - ratio of job placements to program graduates (current period)	61%	91%	73%	69%	63%	*	*	Up	Neutral
Youth placed in jobs through youth employment programs	1,188	607	918	918	888	*	*	Up	Down

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AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	134,069	150,619	154,339	187,871	196,996	*	*	Neutral	Up
Letters responded to in 14 days (%)	80.6%	74.0%	80.3%	79.0%	84.7%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	86.7%	85.8%	87.1%	88.3%	82.9%	*	*	Up	Neutral
Average wait time to speak with a customer service agent (minutes)	18	16	19	15	13	*	*	Down	Down
CORE facility rating	80	83	94	93	92	*	*	Up	Up
Calls answered in 30 seconds (%)	70.0%	65.0%	68.0%	72.0%	64.0%	*	*	Up	Neutral
Number of agency customers surveyed for overall customer satisfaction	18,929	21,354	27,660	33,843	25,764	*	*	Up	Up
Customers rating service good or better (%) (As applicable)	71.0%	66.0%	70.0%	68.2%	78.8%	71.0%	71.0%	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$3,424.9	\$3,348.8	\$3,318.4	\$3,154.3	\$2,911.1	\$3,213.9	\$3,379.9	Down
Revenues (\$000,000)	\$3,025.1	\$2,932.4	\$3,076.8	\$3,260.8	\$3,210.8	\$3,115.7	\$3,319.9	Neutral
Personnel	11,595	11,579	11,449	11,399	10,940	11,369	11,186	Neutral
Overtime paid (\$000,000)	\$74.7	\$95.3	\$106.6	\$64.9	\$82.7	\$74.6	\$67.5	Neutral
Capital commitments (\$000,000)	\$1.1	\$30.6	\$23.4	\$37.4	\$233.3	\$463.2	\$176.0	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYCHA revised its 'rent collection (%)' indicator to reflect full-year collection activities. In the past NYCHA reported monthly collection results.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

For additional information go to:

- NextGeneration NYCHA plan: <http://www1.nyc.gov/site/nycha/about/nextgen-nycha.page>

For more information on the agency, please visit: www.nyc.gov/nycha.

