

NEW YORK CITY HOUSING AUTHORITY

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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 recently restored homeless families' priority for public housing and continues to give homeless individuals priority for Section 8 resources. NYCHA is providing housing to 1,550 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

- Improving rent collection is one of the key goals that will help NYCHA achieve financial stability. 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 to make them easier to understand, mailing rent statements a week earlier to provide extra notice, changing tracking and reporting methods on delinquent accounts to ensure all amounts are captured, which helps focus property management's rent collection efforts and instituting regular, management-driven "Rent Stat" meetings focused on rent collection performance and trends. NYCHA has also implemented automated rent payment reminder notices and calls. NYCHA is also working closely with the Human Resources Administration (HRA) to provide rental assistance to prevent eviction. Other efforts will include partnerships with community-based organizations to provide financial education and coaching services to prevent rent delinquency. The rent collection rate for NYCHA during the first four months of Fiscal 2016 was 79 percent compared to its goal of 97.5 percent. The rent delinquency rate, the percentage of rent-delinquent households, was 28.7 percent.
- It took NYCHA longer to address heat and hot water work orders during this heating season. The average time to resolve emergency service requests, which includes heat complaints, increased 45 percent to 13.8 hours from 9.5 hours but remained below the target of 24 hours. The time to resolve heat and hot water work orders, which increased to 26.9 hours during the first four months of Fiscal 2016 negatively impacted the overall average response time for emergency service requests. NYCHA is in the process of reviewing heating processes and has already begun to implement process improvements such as closer monitoring of the heat and hot water work orders, better planning and scheduling of the preventive maintenance of heating equipment and using mapping tools to identify trends. Since launching in June 2015, the Real Time Repairs program has helped reduce the time to address non-emergency work orders and increase resident satisfaction as minor repairs are performed during apartment inspections. The average time to resolve non-emergency service requests improved by 13 percent to 13.9 days from 16 days.
- The average time to resolve elevator outages rose 6.5 percent to 6.9 hours from 6.5 hours but was still below the target of 10 hours. All other elevator indicators have remained stable from last year. The average time to resolve outages increased primarily due to the Consolidated Edison power distribution reductions in late July.
- The average time to prepare vacant apartments was up slightly by two percent from 36.1 to 36.8 days. Preparation time was impacted due to the higher percentage of apartments requiring Vinyl Asbestos Tile (VAT) abatement which typically lengthens the preparation time. They accounted for 25 percent of prepped apartments this fiscal year compared to 17 percent the previous year. The average turnaround days for vacant apartments was down 27 percent from 66.7 days to 48.5 days. NYCHA worked collaboratively with the Department of Homeless Services (DHS) and HRA to expeditiously house homeless families. Internally, NYCHA prioritized the preparation of vacant apartments to make them ready for rental, which shortened the turnaround time for the re-occupancy of vacant NYCHA units.
- During the first four months of Fiscal 2016, the crime rate increased to 4.8 from 4.4 during the same period in Fiscal 2015. NYCHA continues to strengthen its relationship with the New York Police Department and other law enforcement agencies, 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. From July 1, 2015 to October 31, 2015, NYCHA has used City Council funding to install 805 new CCTV cameras and converted/upgraded an additional 56 existing cameras in 184 buildings as part of the 29 projects that make up the City Fiscal Year 2015 New York City Council portfolio, along with three New York State-funded projects. As part of the Mayor's Action Plan for Community Safety (MAP), NYCHA began construction on exterior lighting at Polo Grounds, Bushwick Houses, and Boulevard Houses - the first of the fifteen MAP sites.
- The percentage of active projects on schedule increased slightly to 30.6 percent from 29.7 percent. The percentage of active projects in construction on schedule also increased, to 57.8 percent in Fiscal 2016 from 55.3 percent in Fiscal 2015. NYCHA continues to monitor on-time performance and works to develop schedule controls, including compliance with the New York City Department of Buildings regulations and permits, and contractors' clearance through VENDEX.
- The number of applicants placed in public housing decreased 32 percent to 1,466 in Fiscal 2016 from 2,157 in Fiscal 2015. During the reporting period, NYCHA experienced fewer move-outs compared to last year which reduced the pool of available apartments.

- The number of applicants placed through Section 8 vouchers was up 241 percent from 147 in Fiscal 2015 to 501 in Fiscal 2016. An increase in voucher funding enabled NYCHA's Section 8 program to begin issuing vouchers again and several new project-based properties were also leased up during the reporting period.
- A new US Department of Housing and Urban Development (HUD) policy no longer requires annual inspections for Section 8 apartments. In March 2015 NYCHA implemented a pilot biennial inspection policy. NYCHA experienced some early scheduling challenges and new reporting structures for tracking delinquent inspections, and the percentage of annual Section 8 inspections completion rate declined to 78 percent in Fiscal 2016 from 92.7 percent in Fiscal 2015. NYCHA has improved the year-to-date inspection completion rate which currently stands at 85 percent.
- The utilization rate for Section 8 vouchers decreased from 89 percent to 87 percent and the number of Section 8 occupied units decreased two percent from 87,841 to 86,402. The two percent reduction in Section 8 voucher utilization is due to various reasons such as the lack of available units in the private rental market and the rising cost of new units. Currently, there are about 1,200 applicants with a Section 8 voucher that are searching for an apartment. However, NYCHA projects the budget utilization to be at 98 percent for 2015 and 99 percent in 2016 due to the new HUD-adopted higher Fair Market Rent (FMR). The percentage of annual recertifications completed increased in Fiscal 2016 to 98 percent compared to 95.6 percent in Fiscal 2015. The completion rate for recertifications improved as a result of increased training and system modifications which helped strengthen controls and streamline work flows.
- Begun in 2003 there are 6,500 units of new mixed-use, mixed-income housing in NYCHA's development pipeline. Of these, approximately 3,000 units are completed and occupied, 1,000 units are under construction, 875 units are being rehabilitated, and the balance is in pre-construction. NYCHA's 10 in 10 Affordable Housing Program will create new senior buildings and multi-family buildings on underused NYCHA property consisting entirely of affordable housing units starting with Ingersoll Houses and Van Dyke Houses in Brooklyn and Mill Brook Houses in the Bronx. NYCHA's NextGen Neighborhoods program is an initiative to generate revenue to reinvest in NextGen Neighborhood development sites and across NYCHA by leveraging a 50-50 split of market-rate and affordable housing units built on NYCHA land. In September 2015, NYCHA launched community and resident engagement at two sites—Wyckoff Gardens in Brooklyn's Boerum Hill neighborhood and Holmes Towers on Manhattan's Upper East Side.
- 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 number of residents approved for the Emergency Transfer Program increased by 17 percent from 314 to 366. The Emergency Transfer Unit experienced a slightly higher volume of emergency transfer requests from July to October 2015 compared to the same period last year. As a result, the number of case approvals also increased. The ETP disposition time declined 13 percent to 48.19 days in Fiscal 2016 from 55.48 days in Fiscal 2015. The Emergency Transfer Unit has been working to streamline and automate its processes. New productivity reports are allowing for greater visibility and improved management of caseloads which resulted in a shorter disposition time.
- The percentage of initial social service tenant contacts conducted within five days of referral increased to 87 percent in Fiscal 2016 from 78 percent in Fiscal 2015. NYCHA's Family Services Department staff was able to increase resident contacts within the five-day mandate due to the diligent work of the Family Services Case Load Task Force. Ongoing monitoring by supervisors enabled staff to handle their assignments in a timely manner.
- The referrals to supportive services rendered to senior residents decreased 41 percent from 34,502 in Fiscal 2015 to 20,496 in Fiscal 2016. Due to a reduction in consultant positions during this reporting period, NYCHA's Family Services Department had fewer consultants working with senior residents. Staff split their time covering multiple sites which resulted in a reduction of hours at senior sites overall, which impacted the total number of units of services rendered.
- Resident job placements improved by 135 percent during the first four months of Fiscal 2016 to 952 compared to 405 during Fiscal 2015. Job placements include the number of residents placed by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES) and through Human Resources (HR). NYCHA's HR continues to partner with REES to recruit and train residents for positions at NYCHA. In the summer of 2015 NYCHA resumed the Management Seasonal Program which was suspended last year. There was also an increase in hiring for frontline Caretaker positions for NYCHA developments. REES hires increased as a result of large scale placements for security contracts at NYCHA during the reporting period. NYCHA has awarded more contracts, particularly towards Sandy Recovery projects.

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Rent collection (%)	NA	NA	78.0%	97.5%	97.5%	77.0%	79.0%
Rent Delinquency Rate (%)	NA	NA	NA	*	*	NA	28.7%

★ Critical Indicator "NA" - means Not Available in this report * No Target ↓↑ shows desired direction

Goal 1b Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average time to resolve emergency service requests (hours)	13.6	11.0	14.7	24.0	24.0	9.5	13.8
★ Average time to resolve non-emergency service requests (days)	42.5	27.6	14.0	15.0	15.0	16.0	13.9
★ Average time to resolve heat service requests (hours)	19.8	13.6	19.0	24.0	24.0	10.1	26.9
★ Average time to resolve elevator outages (hours)	5.8	5.7	6.5	10.0	10.0	6.5	6.9
★ Average outage per elevator per month	0.97	1.00	0.99	1.01	1.01	1.08	1.08
★ Elevator service uptime	99.2%	99.1%	99.0%	97.0%	97.0%	98.8%	98.8%
★ Alleged elevator injuries reported to DOB	16.0	9.0	17.0	↓	↓	7.0	7.0
★ Elevator related fatalities	0	0	1	↓	↓	1	0
Management cost per dwelling unit (\$)	\$1,012	\$913	\$893	\$875	\$875	\$877	\$837

★ Critical Indicator "NA" - means Not Available in this report * No Target ↓↑ shows desired direction

Goal 1c Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Average time to prepare vacant apartments (days)	39.6	43.7	38.2	20.0	20.0	36.1	36.8
★ Average turnaround days for vacant apartments	60.3	77.9	58.1	30.0	30.0	66.7	48.5

★ Critical Indicator "NA" - means Not Available in this report * No Target ↓↑ shows desired direction

Goal 1d Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Crime Rate Year To Date	12.4	13.3	12.0	*	*	4.4	4.8
★ Major felony crimes in public housing developments	5,018	5,328	4,858	↓	↓	1,695	1,896

★ Critical Indicator "NA" - means Not Available in this report * No Target ↓↑ shows desired direction

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

Goal 2a Preserve the public and affordable housing asset.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Active capital projects on schedule (%)	24.3%	32.3%	24.4%	29.1%	29.1%	29.7%	30.6%
★Active capital projects in construction phase on schedule (%)	70.2%	61.0%	54.9%	91.1%	91.1%	55.3%	57.8%

★ Critical Indicator "NA" - means Not Available in this report * No Target ↕ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Apartments vacated	4.5%	4.8%	3.9%	*	*	NA	NA
★Occupancy rate (%)	98.8%	99.4%	99.5%	99.2%	99.2%	99.5%	99.4%
Applicants placed in public housing	4,233	5,988	4,939	*	*	2,157	1,466
Working families residing in public housing (cumulative) (%)	47.8%	47.6%	47.5%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report * No Target ↕ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Families on Section 8 waiting list (000)	123	123	121	*	*	123	120
★Utilization rate for Section 8 vouchers (%)	93.9%	91.2%	88.1%	97.0%	97.0%	89.0%	87.0%
★Section 8 Occupied Units (vouchers)	91,892	88,529	86,167	87,000	87,000	87,841	86,402
Annual Section 8 inspections	84.4%	89.8%	88.9%	*	*	92.7%	78.0%
Annual Section 8 recertifications	91.2%	92.9%	96.7%	*	*	95.6%	98.0%
Applicants placed through Section 8 vouchers	933	384	892	*	*	147	501

★ Critical Indicator "NA" - means Not Available in this report * No Target ↕ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Apartments (000)	179	179	178	*	*	178	178
Number of developments	334	334	328	*	*	328	328
Number of buildings	2,585	2,563	2,553	*	*	2,553	2,551

★ Critical Indicator "NA" - means Not Available in this report * No Target ↕ shows desired direction

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

Goal 3a

Connect all residents to critical services in their communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Residents approved for the Emergency Transfer Program	937	808	815	*	*	314	366
★Emergency Transfer Program disposition time (days)	54.25	45.91	48.17	45.00	45.00	55.48	48.19
★Initial social service tenant contacts conducted within five days of referral (%)	64%	68%	80%	76%	76%	78%	87%
Referrals to supportive social services rendered to senior residents	96,548	84,987	70,824	*	*	34,502	20,496
Senior centers	37	33	32	*	*	32	15
Utilization of senior centers (%) ages 60+	133.5%	143.0%	145.0%	85.0%	85.0%	149.0%	113.0%

★ Critical Indicator "NA" - means Not Available in this report * No Target ↓↑ shows desired direction

Goal 3b

Increase employment opportunities among NYCHA residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★Resident job placements	1,567	874	1,084	1,593	1,593	405	952
Job training programs - ratio of job placements to program graduates (current period)	91%	73%	69%	*	*	NA	NA
Youth placed in jobs through youth employment programs	607	918	918	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report * No Target ↓↑ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
Customer Experience							
Completed requests for interpretation	150,619	154,339	187,871	*	*	49,644	50,405
Letters responded to in 14 days (%)	74.0%	80.3%	79.0%	*	*	81.3%	87.1%
E-mails responded to in 14 days (%)	85.8%	87.1%	88.3%	*	*	86.4%	95.1%
Average wait time to speak with a customer service agent (minutes)	16	19	15	*	*	21	15
CORE facility rating	83	94	93	*	*	NA	NA
Calls answered in 30 seconds (%)	65.0%	68.0%	72.0%	*	*	70.0%	57.0%
Number of agency customers surveyed for overall customer satisfaction	21,354	27,660	33,843	*	*	NA	NA
Customers rating service good or better (%) (As applicable)	66.0%	70.0%	68.2%	71.0%	71.0%	NA	NA

"NA" - means Not Available in this report * No Target

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 ¹	FY17 ¹	FY15	FY16
Expenditures (\$000,000) ²	\$3,348.8	\$3,318.4	\$3,154.3	\$3,213.9	\$3,213.9	\$3,379.9	\$1,044.0	\$1,030.2
Revenues (\$000,000)	\$2,932.4	\$3,076.8	\$3,260.8	\$3,115.7	\$3,115.7	\$3,319.9	\$1,045.5	\$1,107.0
Personnel	11,579	11,449	11,399	11,221	11,369	11,265	11,420	11,415
Overtime paid (\$000,000)	\$95.3	\$106.6	\$64.9	\$74.6	\$74.6	\$67.5	\$21.5	\$24.4
Capital commitments (\$000,000)	\$30.6	\$23.4	\$37.4	\$563.0	\$463.2	\$148.7	\$28.0	\$105.6

¹January 2016 Financial Plan ²Expenditures include all funds "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYCHA's services and goals have been revised to reflect the NextGeneration NYCHA goals from the report released in May 2015. Two indicators on rent collection and rent delinquency have been added to goal 1a.
- Fiscal 2016 targets were revised for the indicators 'Average time to prepare vacant apartments (days)' and 'Average turnaround days for vacant apartments.'
- NYCHA revised the calculation method for the indicator 'Crime Rate Year To Date' and reports on a fiscal year basis. Previously reported data has been revised to reflect the new method.
- Previously reported 4-month Fiscal 2015 data for the indicator 'Resident job placements' has been revised from 403 to 405.
- On June 30, 2015, NYCHA closed the remaining NYCHA-operated community centers. On July 1, 2015, the Department of Youth and Community Development resumed operations at those community center sites. Indicators related to community center attendance and utilization will no longer be reported in this chapter.

ADDITIONAL RESOURCES

For additional information go to:

- NextGeneration NYCHA plan: <http://www1.nyc.gov/site/nycha/about/nextgen-nycha.page>
- Fact Sheet: <http://www.nyc.gov/html/nycha/html/about/factsheet.shtml>

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

