

# NEW YORK CITY HOUSING AUTHORITY

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## WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to approximately 400,000 low- and moderate-income City residents in 325 housing developments with over 176,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority also assists over 85,000 families in locating and renting housing in privately-owned buildings. In addition, the Authority provides social services for some residents through 14 senior centers and a variety of programs.

## 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 10-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: 1) Achieve short-term financial stability and diversify funding for the long term; 2) Operate as an efficient and effective landlord; 3) (Re)build, expand and preserve public housing and affordable housing stock; and 4) Engage residents and connect them to best-in-class social services.

As part of its focus on equity, NYCHA is actively engaging NYCHA residents around the priorities of NextGeneration NYCHA and connecting them to critical programs and services in the areas of economic opportunity, youth, health, senior and social services. In Fiscal 2017, NYCHA launched 10 Youth Leadership Councils and engaged 35,715 residents in Authority initiatives via outreach events, canvassing and resident meetings. In an effort to connect residents to opportunities that will increase their income and assets, NYCHA made 6,868 economic opportunity connections on behalf of NYCHA residents. Through its own placements and those of its partners that hire NYCHA residents, NYCHA made 3,835 job placements and enrolled 716 residents in employment training opportunities. For the first four months of Fiscal 2018, NYCHA engaged 10,655 residents in Authority initiatives; connected residents to 2,396 economic opportunities; made 868 job placements and enrolled 147 residents in training programs. NYCHA will continue to attract new partners and expand services for residents, while providing support to resident associations and other resident-led groups.

## OUR SERVICES AND GOALS

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### **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.

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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.
- 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.

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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.
- Goal 3b Increase employment opportunities among NYCHA residents.

## HOW WE PERFORMED

- The cumulative rent collection through October 2017 declined from 94.1 percent last year to 92.6 percent this year. The rent delinquency increased from 30 percent to 32.4 percent. NYCHA remains focused on increasing its overall rent collection performance and providing support to residents who are in arrears through its third party partners and its collaboration with the Human Resources Administration (HRA).
- The average time to resolve emergency service requests improved by 22 percent from 11.6 hours to 9 hours and remained within the target of 24 hours. NYCHA is handling emergency requests faster as a result of monitoring of the requests through the use of daily reports and follow-up to ensure prioritization and the timely completion of the work.
- The average time to resolve non-emergency service requests increased by nine percent from 17.3 days to 18.8 days. While NYCHA has made significant strides in reducing the maintenance work orders backlog, those work orders with complex skilled trades work have taken longer to address. The age of buildings, combined with inadequate capital funding to address systemic aging issues particularly in the areas of carpentry, painting and plastering has led to an increase in the completion time. NYCHA calculates service request resolution times based on the time to complete individual work orders. Complex repair issues may require multiple work orders to resolve. NYCHA continues to monitor this indicator.
- The average time to resolve heat complaints increased four percent from 17.9 hours to 18.7 hours. During the first four months of Fiscal 2018, NYCHA addressed 75 percent of the heat complaints within 12 hours, and 96 percent of the complaints within 24 hours. NYCHA will continue to monitor this indicator.
- The average time to resolve elevator outages improved by 10 percent from 10.8 hours to 9.7 hours and was below the target of 10 hours. The elevator uptime was 98.5 percent. The Elevator Department developed new reports to monitor elevators with excessive outages to determine the root cause of the outage and reduce the instances of reoccurring outages and the time to restore service. NYCHA also managed the preventive maintenance program more effectively, improving the completion rate from 85 percent last year to 95 percent this year. Elevator outages due to vandalism rose from 35.3 percent to 42.1 percent. The Elevator Department continues to follow up with property management at high non-equipment failure locations to correct conditions and to work to minimize these issues going forward.
- The average time to prepare vacant apartments increased by nine percent from 40.8 days to 44.5 days. The average turnaround time to re-occupy apartments increased by three percent from 49.9 days to 51.6 days. With an aging infrastructure and about 17 billion dollars in capital needs, NYCHA's vacant apartments need more work such as carpentry, plastering, and painting to be returned to a state of good repair. The longer turnaround time to re-occupy apartments was impacted by the longer prep time. NYCHA is working on re-assessing the apartment prep and rental process to identify areas that can be streamlined and lead to a faster turnaround time.
- The crime rate year-to-date declined by four percent from 4.5 to 4.3 per 1,000 residents. NYCHA continues to work with the New York Police Department and other law enforcement agencies and is also developing ways to boost resident engagement. NYCHA is working with resident associations to secure additional funding for security measures such as CCTV and has increased 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 14 of the 15 MAP developments that are receiving new exterior LED light fixtures and CCTV/Layered Access Control (LAC) installation. Overall, the majority of the funding for the installation or renovation of security cameras in 332 buildings at 34 designated developments was provided by the City.
- The percentage of all active capital projects on schedule improved from 74.6 percent to 77.8 percent. The Capital Projects Department continually works to keep projects on schedule and within budget by conducting periodic portfolio management meetings that require project managers to be proactive and develop strategies to keep or bring their projects on schedule. The percentage of active capital projects in construction on schedule declined from 93.3 percent to 91.2 percent. During the first four months of Fiscal 2018, project timelines were impacted by changes in project scope, delays in processing change orders, inaccessibility to work areas, unresponsiveness of vendors, and regulatory signoffs. Project managers have submitted their plans of action to get the projects back on schedule. Action plans include more collaboration with other NYCHA departments, such as with property management for assisting with access to residents' apartments and with Law for expediting legal resolutions.

- The total number of applicants placed in public housing increased 14 percent from 1,215 to 1,389. The number of homeless households placed in public housing remained stable, at 615 during the first four months of Fiscal 2018 compared to 655 during the same time period in Fiscal 2017. However, the total number of homeless households placed in Section 8 declined 47 percent during the first four months of Fiscal 2018 to 198 from 376 last year due to a tight rental market and less funding available for vouchers. NYCHA placed nearly 2,600 homeless families in Section 8 over the last three fiscal years, and placed more than 3,300 homeless families in NYCHA housing over the last two fiscal years. While the homeless placements decreased slightly, other placements were higher due to more admissions with a need-based or working family priority.
- The number of applicants placed through Section 8 vouchers decreased from 546 to 458. Fewer voucher holders successfully located new units during the reporting period. NYCHA's Section 8 Department is continuing its efforts with assisting voucher holders by providing housing resource options.
- There are approximately 13,000 units in NYCHA's development pipeline, initiated in 2003. Of these, 4,766 units are complete, 816 new units are under construction, 1,438 units are being rehabilitated and approximately 6,000 units are in pre-development. In May 2017 NYCHA released a Request for Proposals (RFP) for financing, capital rehabilitation, property management and social service delivery to facilitate the conversion of approximately 1,700 units in scattered site developments in the Bronx and Brooklyn from the public housing program to a voucher program under Section 8. Additionally, NYCHA released an RFP for the disposition of 30 vacant single-family homes formerly under the jurisdiction of the Federal Housing Administration. Developer designation for both RFPs will occur by the end of 2017.
- NYCHA's Emergency Transfer Program (ETP) is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or children who are victims of sexual abuse. 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 increased 53 percent, from 334 to 512. NYCHA implemented changes from HUD's "Violence Against Women Act" (VAWA) regulations in May 2017 which significantly reduced requirements for eligibility and resulted in increased submissions and approval rates. Residents can now submit HUD's self-certification form in lieu of police reports and other third party documentation.
- NYCHA placed fewer residents into jobs during the first four months of Fiscal 2018 due to a decrease in NYCHA staff hiring compared to the same period in Fiscal 2017. There were also fewer residents hired for roofing work as the peak hiring period for the roofing contracts was in 2016. Lastly, a development agreement resulted in a large number of permanent resident hires at other employer locations but staffing needs from this employer declined in the current reporting period.

## SERVICE 1 Operate as an efficient and effective landlord.

### Goal 1a Improve rent collection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Rent collection (%)	94.9%	94.9%	93.7%	97.5%	97.5%	94.1%	92.6%
Rent delinquency rate (%)	NA	27.7%	30.0%	*	*	30.0%	32.4%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

**Goal 1b** Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time to resolve emergency service requests (hours)	14.7	13.1	12.1	24.0	24.0	11.6	9.0
★ Average time to resolve non-emergency service requests (days)	14.0	14.7	17.5	15.0	15.0	17.3	18.8
★ Average time to resolve heat service requests (hours)	19.0	17.3	14.9	24.0	24.0	17.9	18.7
★ Average time to resolve elevator outages (hours)	6.5	8.7	9.6	10.0	10.0	10.8	9.7
★ Average outage per elevator per month	0.99	1.13	1.06	1.01	1.01	1.17	1.13
★ Elevator service uptime	99.0%	98.6%	98.6%	97.0%	97.0%	98.3%	98.5%
★ Alleged elevator injuries reported to DOB	17	20	11	↓	↓	6	3
★ Elevator related fatalities	1	2	0	↓	↓	0	0
Management cost per dwelling unit (\$)	\$893	\$875	\$950	\$875	\$875	\$863	\$903
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 1c** Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Average time to prepare vacant apartments (days)	38.2	40.7	45.2	20.0	20.0	40.8	44.5
★ Average turnaround days for vacant apartments	58.1	50.0	55.1	30.0	30.0	49.9	51.6
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 1d** Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Crime Rate Year To Date	12.0	13.2	12.7	*	*	4.5	4.3
★ Major felony crimes in public housing developments	4,858	5,205	5,084	↓	↓	1,864	1,739
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**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	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Active capital projects on schedule (%)	24.4%	64.4%	69.4%	29.1%	29.1%	74.6%	77.8%
★ Active capital projects in construction phase on schedule (%)	54.9%	94.2%	86.9%	91.1%	91.1%	93.3%	91.2%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 2b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Apartments vacated	3.9%	4.1%	3.9%	*	*	NA	NA
★ Occupancy rate (%)	99.5%	99.5%	99.4%	99.2%	99.2%	99.4%	99.4%
Applicants placed in public housing	4,939	4,211	3,834	*	*	1,215	1,389
Homeless applicants placed in housing - Total	NA	2,868	2,841	*	*	1,031	813
- NYCHA housing	NA	1,420	1,928	*	*	655	615
- Section 8	NA	1,448	913	*	*	376	198
Working families residing in public housing (cumulative) (%)	47.5%	46.7%	46.7%	*	*	NA	NA
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

**Goal 2c**

Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Families on Section 8 waiting list (000)	121	119	148	*	*	150	149
Maximum allowable Section 8 vouchers	99,288	99,621	99,838	*	*	99,861	99,861
Funded Section 8 vouchers	87,332	86,221	85,209	*	*	86,393	85,271
★ Utilization rate for funded Section 8 vouchers (%)	NA	98.8%	100.0%	97.0%	97.0%	98.0%	99.0%
Funding utilization for Section 8 vouchers (%)	NA	98.0%	101.0%	*	*	100.0%	102.0%
★ Section 8 occupied units (vouchers)	86,167	85,224	85,175	87,000	87,000	84,638	84,761
Annual Section 8 inspections	88.9%	78.0%	80.0%	*	*	83.0%	84.0%
Annual Section 8 recertifications	96.7%	98.0%	98.0%	*	*	98.0%	98.0%
Applicants placed through Section 8 vouchers	892	1,706	2,758	*	*	546	458
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

**Goal 2d**

Develop new mixed-use, mixed-income housing and resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Apartments (000)	178	178	176	*	*	178	176
Number of developments	328	328	326	*	*	328	325
Number of buildings	2,553	2,528	2,442	*	*	2,500	2,440
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

## 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	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Residents approved for the Emergency Transfer Program	815	931	1,070	*	*	334	512
★ Emergency Transfer Program disposition time (days)	48.17	39.60	33.24	45.00	45.00	33.32	30.38
★ Initial social service tenant contacts conducted within five days of referral (%)	80%	86%	72%	76%	76%	72%	77%
Referrals to supportive social services rendered to senior residents	70,824	53,763	18,317	*	*	4,384	9,101
NYCHA-operated senior centers	32	15	14	*	*	14	14
Utilization of senior centers (%) ages 60+	145%	116%	160%	85%	85%	131%	137%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target					* None

### Goal 3b

Increase employment opportunities among NYCHA residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Resident job placements - Total	1,084	1,410	3,835	↑	↑	1,476	868
- Direct placements	1,084	1,410	2,099	1,593	1,593	781	527
- Program and partner placements	NA	NA	1,736	*	*	695	341
Job training programs - ratio of job placements to program graduates (current period)	69%	63%	91%	*	*	NA	NA
Youth placed in jobs through youth employment programs	918	888	1,005	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target					* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	187,871	196,996	189,243	*	*	55,457	45,628
Letters responded to in 14 days (%)	79.0%	84.7%	83.8%	*	*	82.0%	89.5%
E-mails responded to in 14 days (%)	88.3%	82.9%	77.6%	*	*	73.8%	88.8%
Average wait time to speak with a customer service agent (minutes)	15	13	18	*	*	16	21
CORE facility rating	93	92	95	*	*	NA	NA
Calls answered in 30 seconds (%)	72.0%	64.0%	46.0%	*	*	49.0%	64.0%
Number of agency customers surveyed for overall customer satisfaction	33,843	25,764	34,886	*	*	NA	NA
Customers rating service good or better (%) (As applicable)	68.2%	78.8%	81.1%	71.0%	71.0%	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target					* None

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$3,154.3	\$2,911.1	\$3,342.4	\$3,242.1	\$3,242.1	\$3,219.2	\$1,036.5	\$1,068.7
Revenues (\$000,000)	\$3,260.8	\$3,210.8	\$3,224.7	\$3,263.2	\$3,263.2	\$3,280.2	\$1,058.1	\$1,064.8
Personnel	11,399	10,940	10,771	11,181	11,122	11,082	11,080	11,005
Overtime paid (\$000,000)	\$64.9	\$82.7	\$92.9	\$77.4	\$77.4	\$77.3	\$28.2	\$27.4
Capital commitments (\$000,000)	\$37.4	\$234.1	\$82.4	\$216.4	\$619.5	\$136.0	\$29.8	\$0.0
<sup>1</sup> February 2018 Financial Plan <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYCHA is currently cooperating with an investigation by the U.S. Attorney's Office for the Southern District (SDNY) and the United States Department of Housing and Urban Development (HUD) regarding conditions in NYCHA housing. NYCHA is in continuing discussions with the SDNY and HUD regarding these conditions and the fact that NYCHA has not complied with certain legal requirements, including certain lead-based paint requirements. NYCHA will continue to engage with both the SDNY and HUD regarding its remedial efforts.
- For the first time, three indicators related to the placement of homeless families appear in goal 2b "Optimize access to affordable housing in public housing to income-eligible families": 'Homeless applicants placed in housing – Total,' '- NYCHA housing' and '- Section 8.'
- Indicators related to the Section 8 program in goal 2c "Increase access to affordable housing in privately owned units" were added to increase coverage of the program: 'Maximum allowable Section 8 vouchers,' 'Funded Section 8 vouchers,' 'Utilization rate for funded Section 8 vouchers (%)' and 'Funding utilization for Section 8 vouchers (%)'.
- New job placement indicators were added to goal 3b "Increase employment opportunities among NYCHA residents." to provide more detail about job placement activities: 'Resident job placements – Total' and '- Program and partner placements.' The previously reported indicator 'Resident job placements' was renamed '- Direct placements' to more accurately reflect what is being measured.

## 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](http://www.nyc.gov/nycha).

