NYCHA 2.0

PART 2: FIX TO PRESERVE
ASSURING QUALITY AFFORDABLE HOUSING 
FOR ALL NYCHA RESIDENTS

The City of New York
Mayor Bill de Blasio

Stanley Brezenoff, Interim Chair & CEO
New York City Housing Authority
• NYCHA has not been adequately funded for decades.
• Despite that, NYCHA recognizes the current situation is untenable, and we must do better.
• We will take short, medium, and long-term actions to improve both the physical conditions for our residents and the accountability of our organization.
WE’VE ALREADY MADE A POSITIVE DIFFERENCE IN RESIDENTS’ DAILY LIVES

OVER THE PAST TWO YEARS:

Heating
• Outages decreased by ~half, and restored 80% faster
• 55,000 fewer residents experienced heating outages

<table>
<thead>
<tr>
<th></th>
<th>YTD 2016 (10/01/16 - 12/01/16)</th>
<th>YTD 2017 (10/01/17 - 12/01/17)</th>
<th>YTD 2018 (10/01/18 - 12/01/18)</th>
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</thead>
<tbody>
<tr>
<td>HEAT OUTAGES</td>
<td>611</td>
<td>513</td>
<td>331</td>
</tr>
<tr>
<td>RESIDENTS AFFECTED</td>
<td>214,586</td>
<td>250,980</td>
<td>159,313</td>
</tr>
<tr>
<td>DEVELOPMENTS AFFECTED</td>
<td>115</td>
<td>153</td>
<td>122</td>
</tr>
<tr>
<td>AVG RESTORATION TIME (HRS)</td>
<td>58</td>
<td>62</td>
<td>11</td>
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OVER THE PAST TWO YEARS:

Roofs

Accelerated by 4 years our plan to bring roofs and facades into a state of good repair

• 23 roofs were repaired in 2018
• 72 roofs have been completed since FY16, impacting ~15,000 residents
• Over 100 roofs/year for the next 5 years
WHAT’S NEXT: NYCHA IS COMMITTED TO MAKING IMPROVEMENTS IN THREE KEY AREAS:

1. Make ourselves more accountable by strengthening our management and compliance processes and demanding better performance and outcomes

2. Address critical health and safety issues in our buildings

3. Be a better landlord: improve services for residents and maintain a state of good repair
1. Organizational and Operational Initiatives

- Organizational Changes and Improvements
- NYCHA-Stat
- Investing in our Workforce
NYCHA ORGANIZATIONAL CHANGES

NYCHA has established and will create new divisions to create clearer co-ordination and accountability around Inspection, Remediation, and Compliance functions

- Healthy Homes Department
- Resident Assistance Unit
- Quality Assurance for Operations
- Office of the Ombudsman for Mold

Added substantial resources, and adopted new policies and procedures

- Compliance Department
- Internal Audit
NYCHA-Stat was re-booted in November 2018

- Modeled on CompStat
- Centralized review of key performance indicators and development/department level management
- Allows NYCHA leadership to hold managers accountable on a monthly basis
  - Consistent delivery, performance, and services standards across all developments
- Determines where new tools and resources are deployed to address problems as they arise
INVESTING IN OUR WORKFORCE

• Targeted training of line-level inspection and maintenance staff:
  — By end of 2019, train 2,500 staff to improve inspection of mold and to investigate building level systems that contribute to mold
  — By Spring of 2019, train all 900 maintenance staff to conduct inspections to identify lead-based paint hazards
  — Compliance Department will develop a framework to assure that all workers will have the necessary certifications to perform their duties

• Launch new training programs for mid-level managers
2. Addressing Health & Safety Issues

While we continue to make capital investments in our buildings, NYCHA is conducting a rigorous review of the costs and timelines to comprehensively address the following health and safety issues.

- Elevators
- Heating
- Pests
- Lead
- Mold
ELEVATORS

• Within 3 years, 108 elevators will be replaced, serving over 14,500 residents
• Within 5 years, 167 additional elevators will be replaced, serving over 33,000 residents
• Increasing elevator maintenance staff and enhancing contract capacity for elevator maintenance to improve day-to-day service

1) With Design Build authority from the State and Federal government, we can accelerate those goals.
HEATING

- Continue and accelerate the trend to further decrease outages
- 5 additional mobile boilers, an increase of 45%, will be available to ensure emergency heat is ready for any outage by 2019
- By 2026, NYCHA will replace the 297 worst boilers\(^1\), providing more reliable heat to over 148,000 residents
  - Within 3 years, replace 70 boilers, impacting over 20,000 residents
  - Within 5 years, replace 133 boilers, impacting close to 50,000 residents
- For outages, all residents will have heat restored within an average of 12 hours by end of 2019

\(^1\) Worst boilers are defined as Level 4 and 5 boilers. Through Section 8 PACT Conversion, more of the Level 4 and 5 boilers will be replaced. In addition, with Design Build authority from the State and Federal government, we can accelerate those goals.
PESTS

• Reduce the rat population 25% by end of 2019, and 50% by end of 2020, by:
  — Installing door sweeps on all apartments with gaps by end of 2019
  — Rat slab installations—33 by end of 2019 and 50 by end of 2020
  — 20 new in-house exterminators will be hired in 2019

• MyNYCHA app now allows residents to create and track work orders for trash and pests
• By 2020, NYCHA will XRF test over 135,000 apartments built before 1978 and determine action plans based on testing results

• By the middle of 2019, as tests are completed, NYCHA will report each month its list of “Lead Free” units on the NYCHA website
• The 2018 Revised Baez Agreement will streamline mold repairs:
  – Simple repairs within 7 days vs. current 8.8 days
  – Complex repairs within 15 days
  – Achieved by:
    • Training all relevant 2,500 staff by end of 2019
    • Improve communication and notification to tenants starting in 2019
• Continue and Accelerate Roof Repairs:
  – By 2019, 104 additional roofs, impacting 15,000 residents
  – By 2026, all roofs across all of NYCHA’s developments will be in a state of good repair
3. Improving Services and Maintaining a State of Good Repair

- NYCHA Cares Rapid Response Teams
- Weekend Maintenance Blitzes
NYCHA CARES RAPID RESPONSE TEAMS

• Created dedicated teams of all trade skills, through both internal and third-party vendors, to address back-log work orders
  — By 2021, will close out 75,000 back-logged work orders

• Teams of workers will be deployed to address multiple work orders in a single unit or development all at the same time, not a work order at a time
WEEKEND MAINTENANCE BLITZES

• Dedicated scheduling for Saturday maintenance “blitzes”
  — Launched in December 2018
  — Will occur twice a month at 5 developments each blitz
  — Will provide better service and more immediately address its back log of maintenance work orders