

NextGeneration NYCHA

1st Quarter 2016 Report

April 2016



The City of New York
Mayor Bill de Blasio

Alicia Glen, Deputy Mayor for
Housing & Economic Development





Letter from the Chair

Dear Colleagues,

In 2015, we launched our 10-year strategic plan, NextGeneration NYCHA, and began to lay the groundwork for its 15 strategies. 2016 is all about implementation. In many areas of our work, we are breaking with the past and making bold and tough choices to move the Authority forward and preserve public housing. And we continue to realize significant accomplishments, even in our most challenging initiatives. Here are just a few of our recent achievements:

- **Improving Safety and Security:** We completed a \$4.8 million lighting project at Polo Grounds Towers, installing 341 state-of-the-art, energy-efficient fixtures in public areas. A recently launched Public Safety Advisory Committee, comprised of residents, staff and agency partners citywide, will develop a community safety plan for all NYCHA developments.
- **NextGen Neighborhoods:** In 36 meetings to date, we engaged residents in the planning process at our first two NextGen Neighborhoods developments, Wyckoff Gardens and Holmes Towers, where a 50/50 mix of affordable and market-rate housing will be developed to generate revenue for critical repairs at NYCHA and increase the City’s supply of affordable housing. We have also met extensively with other key stakeholders, such as advocates and elected officials. Resident engagement continues with the launch of a Stakeholder Committee, which will provide residents and other members of the community ongoing opportunities to help inform the development process.
- **Preserving Affordable Housing:** We released a request for proposals for potential developers to upgrade 1,400 public housing units at Ocean Bay Apartments (Bayside) in the Far Rockaways through the U.S. Department of Housing and Urban Development’s (HUD) Rental Assistance Demonstration (RAD) program.
- **Transforming to a Digital Organization:** We launched multiple initiatives to enhance customer service and improve the quality of life of residents, including the MyNYCHA Developments Portal, online Section 8 annual income reviews, and a third Digital Van.

On the progress chart in this report, you will find our accomplishments for the first quarter of this year. We are making a tangible impact on the lives of residents and the way the Authority operates. We have more work to do, but I am proud of our accomplishments and grateful for your support.

Shola Olatoye
Chair & CEO

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NextGeneration NYCHA: First Quarter 2016 Progress Summary

FUND: Achieve short-term financial stability and diversify funding for the long-term



- Partnered with the NYC Human Resources Administration to provide \$1.27 million in cash assistance to 379 families between October 2015 and April 2016
- Expanded our campaign to provide automated rent reminder calls (robocalls) from just 3 developments in the fall to all 328 developments in March 2016
- Trained 700+ staff to date on rent demand procedures and started a pilot training program at Ocean Bay Houses on using mobile devices for rent collection

OPERATE: Operate as an efficient and effective landlord



- Launched a range of new initiatives, from the MyNYCHA Developments Portal to online annual income reviews, to provide better customer service for residents
- Established the Public Safety Advisory Committee, a collaboration of residents, staff, and agency partners that will develop a community safety plan for all NYCHA developments
- Completed energy-efficiency assessments for a \$100 million Energy Performance Contract for sustainability upgrades at up to 80 developments
- Reduced the time it takes to complete routine work orders at developments with localized property management (OPMOM) to 6.6 days from 8 days at the end of 2015

(RE)BUILD: Rebuild, expand, and preserve public and affordable housing stock



- Released RFP for upgrading Ocean Bay Apartments' (Bayside) 1,400 units through HUD's RAD program
- Engaged 600+ residents in 36 meetings to date at Holmes Towers and Wyckoff Gardens on the NextGen Neighborhoods program
- Launched the Stakeholder Committee application process as part of the NextGen Neighborhoods resident engagement process
- Created new design standards for renovating and constructing kitchens and bathrooms going forward

ENGAGE: Connect residents to best-in-class social services



- Formed 6 new Resident Associations and 14 Youth Councils
- Graduated 54 residents from NYCHA's Resident Training Academy, including the janitorial cohort, which received financial counseling through the City's first Financial Opportunity Center
- Enrolled 34 residents for the latest Food Business Pathways program cohort

Making Choices That Count:

Residents Envision Their Futures in NextGen Neighborhoods



Holmes Towers residents provide their input to NYCHA staff at a NextGen Neighborhoods resident engagement meeting.

“I appreciate the fact that NYCHA is attempting to engage us and giving me the opportunity to give my five cents, allowing me to have some control over my residential destiny.”

-Lawrence Thorne, Holmes Towers resident

In September, NYCHA announced the first two NextGen Neighborhoods sites, Holmes Towers and Wyckoff Gardens, where it plans to build 50 percent affordable and 50 percent market-rate housing units on underused land. This is a NextGeneration NYCHA strategy to contribute to the City’s affordable housing supply while improving the lives of residents, as some of the income generated by the new housing will repair and renovate the NYCHA developments. So far, NYCHA has engaged residents in 36 visioning meetings to gather their input, including their preferred building sites and possible site improvements.

At two meetings in February, 75 Holmes residents and 97 Wyckoff residents formed small groups and discussed various options with NYCHA staff. Residents worked with physical models of the existing site as well as some proposed building options. Though the majority of residents who attended the sessions expressed concerns about a new building – or buildings – at their developments, residents were committed to having their voices heard.



NYCHA staff and Wyckoff Gardens residents discuss how NextGen Neighborhoods can improve their community. Changing the way we engage residents is a key NextGeneration NYCHA goal.

Holmes Towers

\$35M in major capital repair needs

Two 25-story buildings that cover only **16%** of the development's land

Proposal: new mixed-income tower of **300 units**, replacing a playground

Wyckoff Gardens

\$31.5M in major capital repair needs

Three 21-story buildings that cover only **12%** of the development's land

Proposal: **600** new units in mixed-income buildings, replacing two underused parking lots

Theresa Casconi attended a visioning meeting at Holmes Towers. Ms. Casconi likes the proposed Site B at Holmes Towers – East 92nd Street between 1st Avenue and the FDR Drive – because it is shorter than the other options and will not directly obstruct views of the other buildings. She also wants

to make sure that the entrances between the new and old buildings won't be too narrow to navigate strollers, wheelchairs, and shopping carts. "I gave my opinion and it was very helpful," Ms. Casconi said. "I hope it will all work out."

At a Wyckoff Gardens meeting, most residents preferred two options that would allow for the new buildings to be at heights lower than Wyckoff's, so they would not obstruct views and natural light. They explored some of the options for distributing the new units at the development. Resident Craig Holmes' group created a popular option: "We want to put the buildings on the corners so that everyone can see, so that there are no shadows, with entranceways that face the existing developments so that everyone can integrate."

Like many residents, Mr. Holmes expressed an interest in joining the Resident Stakeholder Committee, a group of residents that will attend future meetings with NYCHA and the selected developer to provide feedback as the process continues. "With residents involved, it's a big collaboration and not a dictatorship," he said. As a community-driven process, the ideas, desires, and expectations presented by participating residents will help inform the request for proposals that will be released to potential developers in the coming month.



Digital Tools: Improving Customer Service



With technological innovations like the Digital Vans, NYCHA is providing more opportunities and better customer service to residents.

“Being able to use the Digital Van has helped me advance my education. I graduated from Monroe College with an associate degree in medical assisting. And I’m excited to be continuing my education - I’m currently in a bachelor’s degree program, and it’s great to know that I’ll be able to head down to the Digital Van to do my online coursework to help me complete my degree.”

-Marsha Robinson, Forest Houses resident (pictured above)

Digital technology enables our employees to spend less time on paperwork and more time assisting residents; improves customer service; and enhances transparency, which is key to building relationships with residents and keeping the public informed about our progress. And becoming a more efficient, transparent, customer service-focused agency through technology is an important NextGeneration NYCHA strategy. In the first quarter of this year, we made a concerted effort to develop and implement digital technology in several different areas of our operations.

Maintenance workers, superintendents, assistant superintendents, and skilled trades at Howard, Lincoln, and Wagner Houses are piloting the use of a mobile app on Samsung Galaxy smartphones to better manage maintenance and repairs. Staff are assigned work tickets via the smartphones and can update and close work orders in real time. Full deployment of this mobile system, including the ability to perform apartment inspections, is planned by the end of 2016.

Our third Digital Van will soon be on the road, ready to assist residents with internet access, computers, and printers, enabling them to look for work, apply to colleges, study, and complete NYCHA applications and forms.

The new MyNYCHA Developments Portal allows residents to view information about their development, including work orders, service levels, and outages; emergency preparedness and hurricane evacuation zone information; and resident demographic data and the names of elected officials. The NYCHA Metrics section of our website provides information on work orders, rent collection levels, Section 8 occupancy, occupied and vacant apartments, and more.

“The handhelds help us get work done in real time, and we can respond to emergencies quickly. I can see these working for the entire Authority, because they help residents have their complaints addressed faster. If a complaint comes in today, it can be addressed today; we don’t have to wait a week. My guys love it; they think it’s great.”

-Ronald Cobb, Superintendent at Lincoln Houses

Online Section 8 Annual Income Reviews

- **41,000** Section 8 annual income reviews submitted online to date, replacing a 10 page packet
- Rolling out to **4,000** new participants each month, and available to all Section 8 vouchers holders by the end of 2017
- Piloting online annual income reviews to public housing residents at 3 developments (replacing a 25-page booklet), with a phased rollout to all developments beginning this June

MyNYCHA Developments Portal

- Over **27,000** views since the January launch

Mobile Devices

- Will reduce the printing of over **2 million** work orders per year
- Will enhance the efficiency of field support staff, maintenance workers, and skilled trades

Digital HR

- **2.5 million** pages of employee files digitized, continuing the reduction of paper

MyNYCHA app

- **21,640** downloads
- **74,222** work orders created since launch with an average response time of 6 to 7 days



The MyNYCHA app puts more information at residents' fingertips.

Digital Vans

- **900** visitors served at 22 developments in the first three months of 2016
- Selected as a semifinalist in Harvard University's 2015 Innovations in American Government Award

NextGeneration NYCHA: Moving Forward

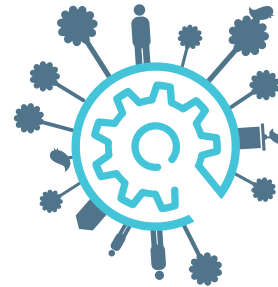
CHANGE THE WAY NYCHA IS FUNDED

- NYCHA will use mobile devices to collect rent
- NYCHA will continue its efforts to lease vacant ground floor spaces



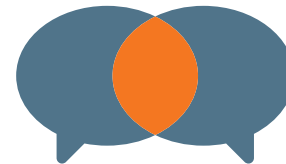
CHANGE THE WAY NYCHA OPERATES

- NYCHA will roll out localized property management (OPMOM) at an additional 39 developments
- NYCHA will release a comprehensive sustainability agenda
- NYCHA will continue installation of lighting, CCTV security cameras, and layered access to 15 target developments and continue to hold Neighborhood Stat meetings for the Mayor's Action Plan



CHANGE HOW NYCHA LOOKS

- NYCHA will select a developer for the Rental Assistance Demonstration conversion at Ocean Bay (Bayside) Apartments
- NYCHA will convene Stakeholder Committees at Wyckoff Gardens and Holmes Towers to represent the interests of residents and the community through the development process
- NYCHA will continue to replace roofs at Queensbridge North and South Houses



CHANGE HOW NYCHA ENGAGES WITH RESIDENTS

- NYCHA will launch a new track of the Business Pathways accelerator program and graduate the NYCHA Resident Training Academy's seventh cohort for the year
- NYCHA will partner with the South Bronx Culture Trail, a collaboration of local cultural organizations promoting arts and education
- NYCHA will select two youth residents (ages 18-24) for the Public Safety Advisory Committee
- NYCHA will create 3 Resident Associations and 3 Youth Councils

FUND

ACHIEVE SHORT-TERM FINANCIAL STABILITY AND DIVERSIFY FUNDING FOR THE LONG TERM

#	Strategy	Description	Milestone	Status
1.	Secure relief from annual payments to City	Reach agreement with City on funding relief.	Secure forgiveness from the City for long-standing payment requirements totaling more than \$100 million annually, including payments for police services.	✓ Completed
2.	Improve resident rent and fee collection	Improve rent collection by working closely with residents and changing internal procedures.	Test automated reminder calls and reminder notices, and analyze their effectiveness.	✓ Completed
			Connect residents to financial counseling, by leveraging REES referrals, which helps them stay current on rent.	In Process
			Test the effectiveness of handheld devices in the rent collection process	In Process
3.	Maximize the revenue of ground floor spaces	Conduct an inventory of all NYCHA-owned ground floor spaces and assess the costs and benefits of renovation.	Draft leases that transfer occupancy and utility costs to the commercial tenant.	In Process
			Inventory all NYCHA-owned ground floor spaces (especially the community and miscellaneous spaces) and survey their capital needs.	In Process
		Boost parking revenue by raising rates to market value and increasing occupancy.	Draft RFP for third-party parking operator.	In Process
4.	Integrate with City agencies and reduce central office expenses	Reduce central office costs through attrition and integration into other City agencies.	Work with City Hall to begin the integration process.	In Process

OPERATE

OPERATE AS AN EFFICIENT AND EFFECTIVE LANDLORD

#	Strategy	Description	Milestone	Status
5.	Transform to a digital organization	Provide modernized and better customer service for residents.	Launch MyNYCHA in Spanish.	✓ Completed
			Launch MyNYCHA Developments Portal to provide tenants online access to information by development.	✓ Completed
			Schedule 41,000 Section 8 annual income reviews using the website.	✓ Completed
			Launch online annual income reviews for public housing residents.	In Process
			Outfit and deploy a third Digital Van with eight laptops including Wi-Fi.	In Process
6.	Localize decision-making at the developments and empower on-site staff to increase customer satisfaction	Improve transparency around performance through key performance indicators (KPI) that measure success.	Develop and launch new property management KPI report.	✓ Completed
			Develop a "balanced scorecard" that tracks the developments' management performance.	✓ Completed
7.	Pursue a comprehensive sustainability agenda	Undertake capital improvements financed through a series of Energy Performance Contracts to improve resident safety and comfort, while reducing NYCHA's energy and water consumption.	Perform investment-grade energy audits at selected developments.	✓ Completed
		Deploy \$3 billion of funding from the Federal Emergency Management Agency (FEMA).	Award bid package for Sandy recovery project at Ocean Bay Apartments (Oceanside).	✓ Completed
		Install recycling infrastructure across the full NYCHA portfolio on a phased timeline.	Roll out recycling programs at remaining developments.	In Process
8.	Improve safety and security at NYCHA developments	Deploy \$100 million in asset forfeiture funds to install exterior lighting, cameras, new doors, and layered access, and develop programming at 15 high-crime developments designated through the Mayor's Action Plan for Neighborhood Safety (MAP).	Install CCTV security cameras, lighting, doors, and layered access and programming at 15 high-crime developments.	In Process
			Conduct a study (with the Mayor's Office of Criminal Justice) that will examine the different lighting installation strategies and their effect on reducing crime.	In Process

(RE)BUILD

(RE)BUILD, EXPAND, AND PRESERVE PUBLIC AND AFFORDABLE HOUSING STOCK

	Strategy	Description	Milestone	Status
9.	Devise a capital planning strategy	Adopt a new capital planning strategy to better prioritize repairs and upgrades across the portfolio.	Procure contract for new Physical Needs and Green Physical Needs assessments for submission to HUD.	✓ Completed
		Seek capital support from the City and State to fund a vital roof replacement program. The City allocated \$100 million per year from 2015 - 2017 and calls on the State to match the funds.	Completed 18 of 67 roofs funded by the City.	✓ Completed
10.	Provide underutilized NYCHA-owned land to support the creation of affordable housing units	Provide underutilized land for the creation of 10,000 new affordable housing units in 100 percent affordable buildings, including a mix of uses to provide additional amenities.	Establish review committee and evaluate proposals.	✓ Completed
			Select developer for 100% affordable site.	In Process
		Explore opportunities to generate revenue and re-invest in developments needing repairs by leveraging a 50-50 split of market-rate and affordable housing units in mixed-income neighborhoods.	Release RFP for Holmes and Wyckoff Houses.	In Process
11.	Leverage HUD programs to preserve housing	NYCHA has preliminary HUD approval to convert approximately 1,400 units at Ocean Bay Apartments (Bayside) in Far Rockaway to project-based Section 8 funding through HUD's Rental Assistance Demonstration (RAD) program.	Issue RFP for RAD developer at Ocean Bay Apartments (Bayside).	✓ Completed
		Subject to HUD approval, NYCHA will more aggressively pursue federal subsidy, including Section 8, for its 5,000 unsubsidized City- and State-built units.	Develop a financing plan in conjunction with HUD.	In Process
		Devise a plan to preserve 6,500 scattered-site units and 8,500 "obsolete" units by converting them to project-based Section 8 funding through RAD and HUD Tenant Protection Vouchers.	Develop a conversion strategy in conjunction with HUD.	In Process
			Select first bundle of preservation properties (approximately 1,000 units).	In Process
12.	Adopt design excellence practices to improve the quality of NYCHA's interior and exterior spaces	Update decades-old design guidelines for renovations and new construction, focusing on modern and efficient design, accessibility, appeal, and safety.	Finalize design standards for kitchens and bathrooms.	✓ Completed
			Convene peer review meetings and multi-disciplinary team workshops to discuss on-going strategies and lessons learned.	In Process

ENGAGE

ENGAGE RESIDENTS AND CONNECT THEM TO BEST-IN-CLASS SOCIAL SERVICES

#	Strategy	Description	Milestone	Status
13.	Transition from direct service provision to a partnership-based model, and transform resident engagement	Continue the transition from direct service provision to a partnership-based model.	Conduct an assessment of the existing service structure, outcomes, and partnerships.	✓ Completed
			Collaborate with residents and resident leaders to create 25 new Resident Associations and Youth Councils.	In Process
			Identify quality providers for remaining senior center sites	In Process
14.	Attract philanthropic dollars for resident services through the creation of a nonprofit 501(c)(3)	Create an independent, nonprofit 501(c)(3) organization, the Fund for Public Housing, to support NYCHA's transformation from a direct service provider to a partnership-based model.	Establish the Board for the Fund for Public Housing, hold first Board meeting, and secure first financial investment.	✓ Completed
			Adopt Strategic Plan for the Fund for Public Housing by the Board of Directors.	✓ Completed
			Secure funding and develop strategy for resident leadership program.	In Process
			Formally launch the Fund for Public Housing.	In Process
15.	Connect residents to quality workforce opportunities	Double the number of residents connected to quality jobs to 4,000 annually by 2025 through greater coordination with City agencies, Section 3 hiring, and REES' efforts.	Graduate 54 participants in the first quarter of 2016 from NYCHA's Resident Training Academy.	✓ Completed
			Hold first conference in the Resident Leader training series on the Section 3 resident hiring program and other economic opportunities.	✓ Completed
			Launch a workforce development and vocational training services initiative with East Harlem Employment Services, Inc. to serve East Harlem residents.	✓ Completed
			Graduate two cohorts from the Food Business Pathways program in 2016	In Process