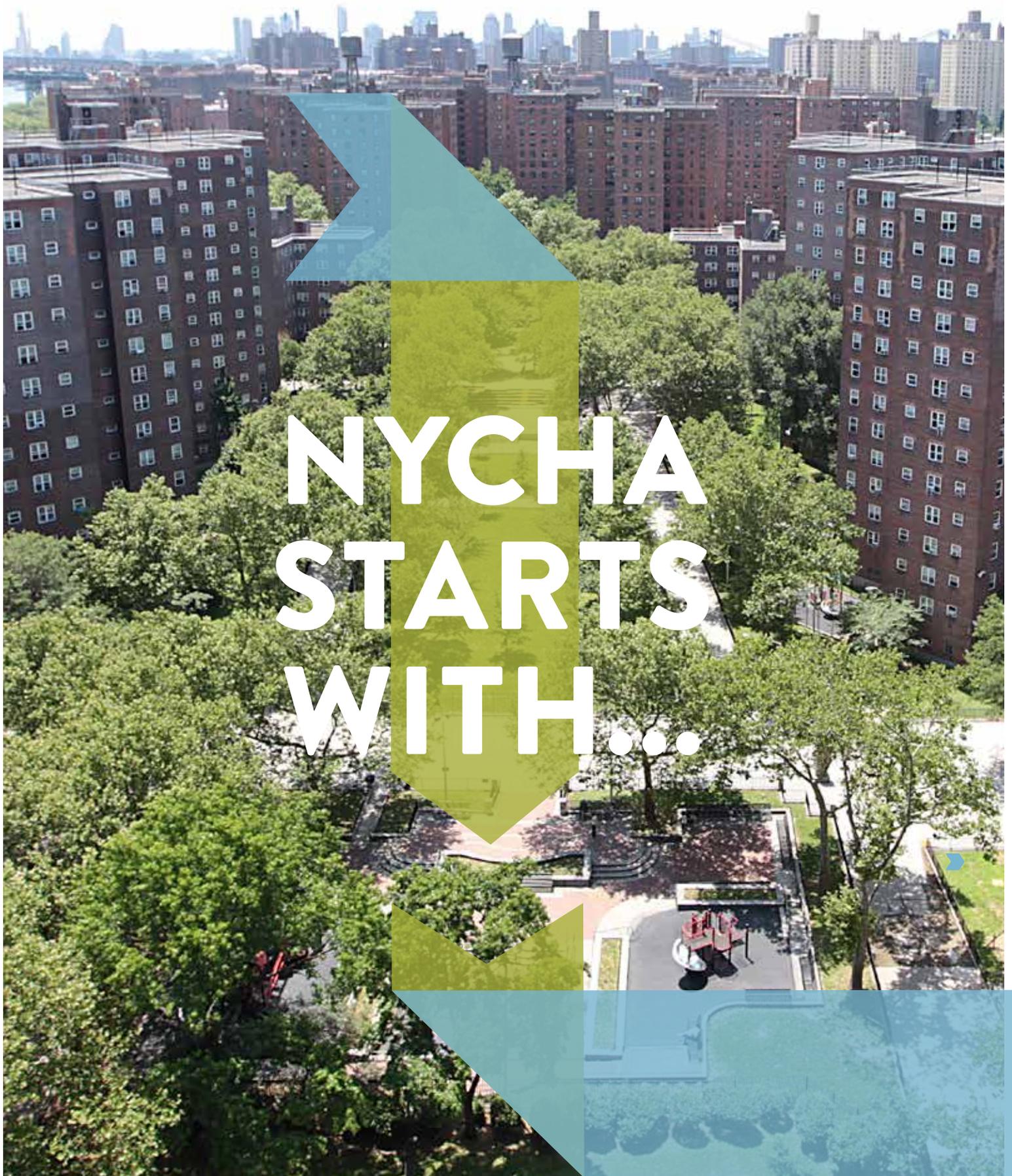


2011  
NYCHA  
ANNUAL  
REPORT

# A FUTURE STARTS WITH

*nycha*





ON THE COVER: Broadband Technology Opportunities Program Computer Class at Astoria Houses Community Center  
THIS PAGE: Jacob Riis Houses

## PRESERVING AFFORDABLE HOUSING TO SECURE A BETTER WAY OF LIFE

As the nation's premier public housing authority, NYCHA has turned an unwavering promise—of a safe, affordable, and decent home—into the foundation for a better future for countless New Yorkers. If NYCHA were a city, it would rank as the 21st most populous in the country—**we serve nearly 630,000 public housing residents and Section 8 participants** across the five boroughs.

## WORKING HARD TO TRANSFORM A BUILDING INTO A HOME

In 2011, **11,563 dedicated employees** maintained the infrastructure and operating systems of **178,882 apartments in 2,597 buildings** spanning **334 developments**—no small feat. They rose to the call of duty time and time again, efficiently managing resources and providing critical services to ensure that 7.6 percent of the City's richly diverse population can call the City home.

## ALLOCATING RESOURCES TO SUPPORT AND STRENGTHEN COMMUNITIES

Beyond securing our buildings, NYCHA also provides access to a comprehensive range of social programs and services that empower and strengthen families, stabilize communities, and enhance quality of life. In communities from the Rockaways to the Lower East Side, **we invested \$63 million in operating funds** in 2011 to connect families to economic opportunity, seniors to a rich network of supportive services, and young people to academic and cultural enrichment.

## BUILDING PARTNERSHIPS TO PREPARE FOR THE FUTURE

In 2011, NYCHA made collaboration and engagement a priority. We involved and united a wide range of stakeholders, including residents and resident leaders, elected officials, community advocates, and NYCHA employees—all partners in a citywide conversation about our priorities, challenges, and, most important, our goals for the future. Working together to ensure the preservation of public housing, we **developed creative strategies for maximizing our funding**, addressing our most pressing concerns, and transforming the way we do business.

## NYCHA'S FUTURE STARTS WITH YOU

Our promise hasn't changed, but times have: a host of challenges, including overwhelming funding shortages and an aging housing stock, mean that NYCHA can no longer depend on traditional funding sources to preserve this valuable resource for New York's families. **We need your support:** more than ever, we are seeking partners from the private, public, and non-profit sectors. Visit us at [on.nyc.gov/nychapartners](http://on.nyc.gov/nychapartners) to learn more about opportunities for partnership and to join us in renewing our promise to generations of New Yorkers to come.

**NYCHA'S MISSION: TO INCREASE OPPORTUNITIES FOR LOW- AND MODERATE-INCOME NEW YORKERS BY PROVIDING SAFE, AFFORDABLE HOUSING AND FACILITATING ACCESS TO SOCIAL AND COMMUNITY SERVICES.**



**NYCHA 2011**

RIVERA FAMILY, Nostrand Houses

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# ANNUAL REPORT



## »» A MESSAGE FROM NYCHA CHAIRMAN JOHN B. RHEA



**NYCHA BOARD:** Margarita López, Board Member; John B. Rhea, Chairman; Emily Youssef, Vice Chair; Victor A. Gonzalez, Board Member

With a focus on building a solid foundation for the future, the New York City Housing Authority spent 2011 working to ensure that public housing remains a vital resource for New York City. The NYCHA Board joined with the more than 11,000 employees across the City to strengthen public housing and deliver on our commitment to provide safe, affordable housing and facilitate access to social and community services.

We accomplished much, through innovative programs and projects like developing Plan NYCHA, our five-year strategic plan; the Work Order Task Force, which streamlined apartment repairs; emergency preparedness training for residents, which allowed NYCHA to be ready when Hurricane Irene hit the City; and building new community centers in Manhattan

and Staten Island that provided residents with important community programs and services.

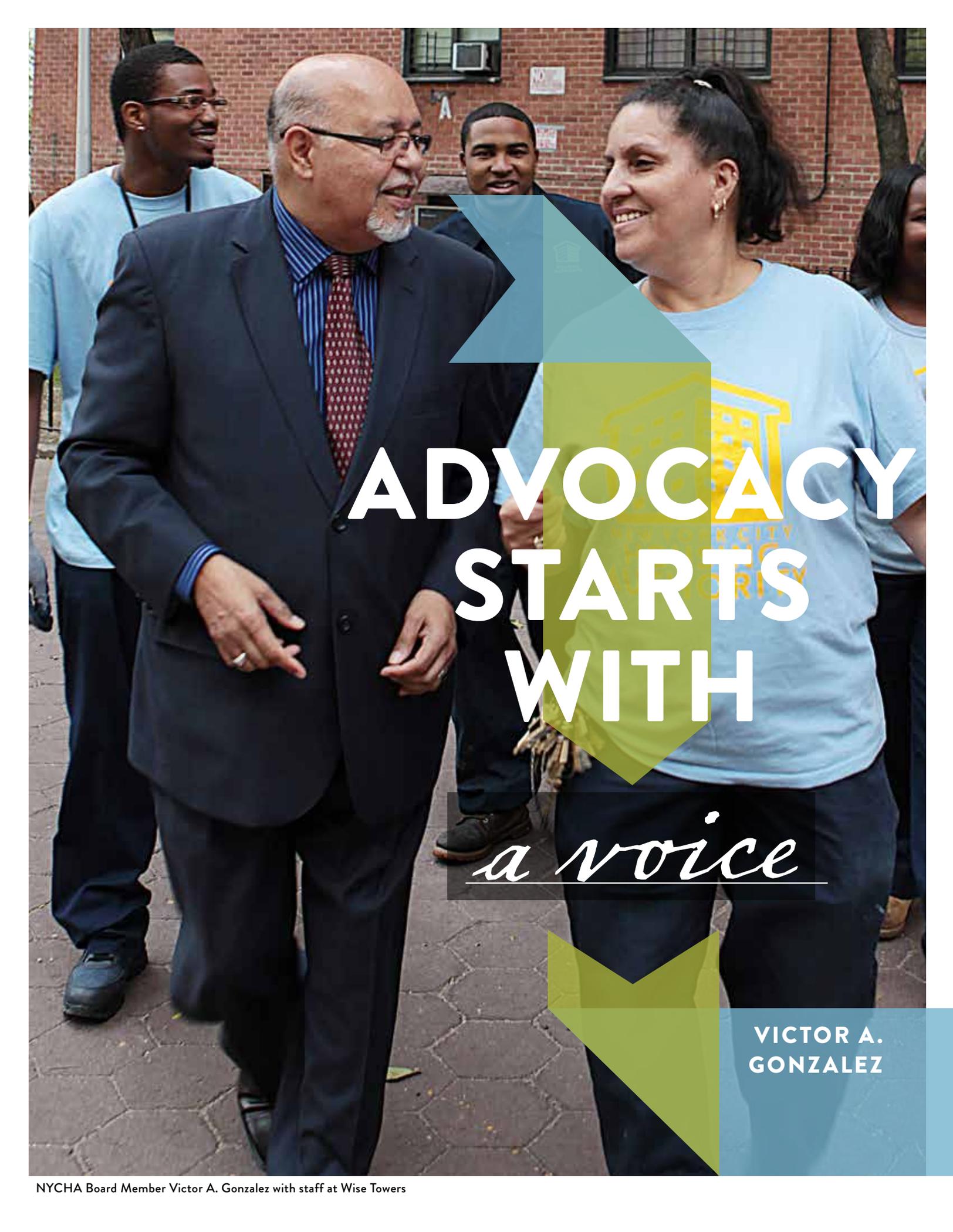
However, we did not achieve these goals on our own. NYCHA is successful because of our commitment to making resident engagement a foundation of how we operate. We enjoy a unique partnership with NYCHA residents—our initiatives evolve from and are shaped by the many interactions between staff and families who call NYCHA home.

Throughout the year, we also worked closely with a broad group of partners—including service providers, elected officials, community organizations and advocates, and other government agencies—to help meet our mission of increasing opportunities for low- and moderate-income New Yorkers.

Our efforts remain concentrated on preserving public housing for current residents and future generations.

Sincerely,

John B. Rhea  
Chairman

A photograph of Victor A. Gonzalez, a man in a dark suit and glasses, walking and talking with a group of people. Some are wearing light blue t-shirts with a yellow logo. The background is a brick building. Overlaid on the image are large, semi-transparent geometric shapes in shades of blue and green. The text 'ADVOCACY STARTS WITH' is written in large, white, bold, sans-serif capital letters across the center. Below it, the words 'a voice' are written in a white, cursive script font, underlined. In the bottom right corner, the name 'VICTOR A. GONZALEZ' is printed in white, bold, sans-serif capital letters.

# ADVOCACY STARTS WITH

*a voice*

VICTOR A.  
GONZALEZ

## ▶ ENGAGING RESIDENTS TO SUCCEED

**More than 400,000 New Yorkers live in public housing and more than 225,000 receive rent subsidies through the NYCHA-administered Section 8 Leased Housing Program.** These New Yorkers are just as diverse as the City they call home: they represent countless cultures and ethnic backgrounds and speak languages from all over the globe. To serve such a varied, dynamic population—which includes working families, retirees, students, veterans, single parents, households with limited English proficiency, and those with special needs—in 2011 we engaged with residents to an unprecedented degree, incorporating their insights and concerns and enlisting them in our efforts to expand access to resources and improve our delivery of services.

### VICTOR A. GONZALEZ — A RESIDENT'S VOICE IN THE BOARDROOM

*For the first time, residents had one of their own on NYCHA's Executive Board.*

Appointed in July 2011, Victor A. Gonzalez brought a strong voice to the table as NYCHA's first resident Board Member. In April, the City announced it would add a resident seat to NYCHA's Board following passage of a new State law. More than 600 residents from across the City applied; after an extensive review process, Mayor Michael Bloomberg appointed Mr. Gonzalez, a public housing resident for 50 years.

Mr. Gonzalez's long history of community engagement, advocacy, and public service demonstrate his passion for public housing and people. A tireless leader and voice for his community, he was the president of the Wise Towers' Resident Association since 2000 and is a member of the NYC Residents' Alliance. He also served as an alternate mem-

ber of NYCHA's Resident Advisory Board and on several other boards, including the Goddard Riverside Community Center Board, Community Board 7 in Manhattan, and the Neighborhood Advisory Board for the City's Department of Youth and Community Development. A United Parcel Service retiree and U.S. Air Force veteran, Mr. Gonzalez exemplifies the values of hard work, loyalty, and progress. He has been the ideal ambassador for this groundbreaking role.



NYCHA Board Member Victor A. Gonzalez with frontline staff at Manhattanville Houses

**1/** "As a Resident Association President, I was helping 393 families. As a Board Member, I can help nearly 630,000 people. I can bridge the gap between residents and the Authority."

**2/** In his first year as a Board Member, Mr. Gonzalez focused on issues that most

impact his fellow residents—maintenance and repairs, safety and security, and the creation of more affordable and supportive housing.

**3/** Mr. Gonzalez was vital to NYCHA's efforts to share information and develop a much more collaborative process with our residents. His voice and outreach

were instrumental during the development of Plan NYCHA.

**4/** "I love what I'm doing because I'm helping the agency move in the right direction. It makes it more satisfying that I'm helping my fellow residents because I'm still one of them."



# A PLAN STARTS WITH

*a conversation*

PLAN  
NYCHA





# PRESERVATION STARTS WITH

*preparation*

FEDERALIZATION

▶ **MANAGING AND MAXIMIZING  
GOVERNMENT FUNDING**

**NYCHA used scarce government funds creatively and efficiently to ensure that developments received maximum financial benefits.** We capitalized on the once-in-a-lifetime opportunity presented by the American Reinvestment and Recovery Act (ARRA), rising to the occasion by consistently completing work ahead of schedule, managing available resources efficiently, and preserving service levels for our residents.

**CAPITALIZING ON THE REINVESTMENT ACT (“STIMULUS” FUNDS)**

*NYCHA repaired and modernized buildings and apartments and upgraded systems to preserve our public housing stock.*

The Capital Projects Division expended \$75.8 million in Stimulus funds—bringing our total Stimulus expenditures to \$395 million, or 93 percent of the \$423 million received—with every penny going to projects that benefited residents and the City at large. We replaced roofs in 205 buildings at 43 developments and repaired brickwork and masonry in 244 buildings at 38 developments. We outfitted buildings in more than 200 developments with new elevators and roofs, repaired brickwork, and upgraded individual apartments with new refrigerators and heating systems. By beating the deadline to expend 60 percent of the total grant, we guaranteed the receipt of our full allotment of funds. These dollars made NYCHA stronger, safer, and more sustainable for all residents, especially the 136,299 families directly affected by work completed with ARRA funds.

NYCHA spent  
\$146 million in  
Stimulus funds,  
generating 730+  
resident hires



**1** / NYCHA created a new Low-Income Housing Tax Credit unit to implement NYCHA’s first-ever tax credit investment at the 21 newly federalized developments.

**2** / The Low-Income Housing Tax Credit unit worked with Property Management staff and resident leaders to ensure residents provided key documents before federal deadlines in order for NYCHA to receive the financing that will be used to maintain and improve the developments for the long term.

**3** / NYCHA qualified 1,425 more units for tax credits than required, generating an additional \$1 million in capital.

# \$97 million+ invested in modernizing newly federalized apartments housing 19,410 families



## MIXED FINANCE ASSET MANAGEMENT AND REHABILITATION

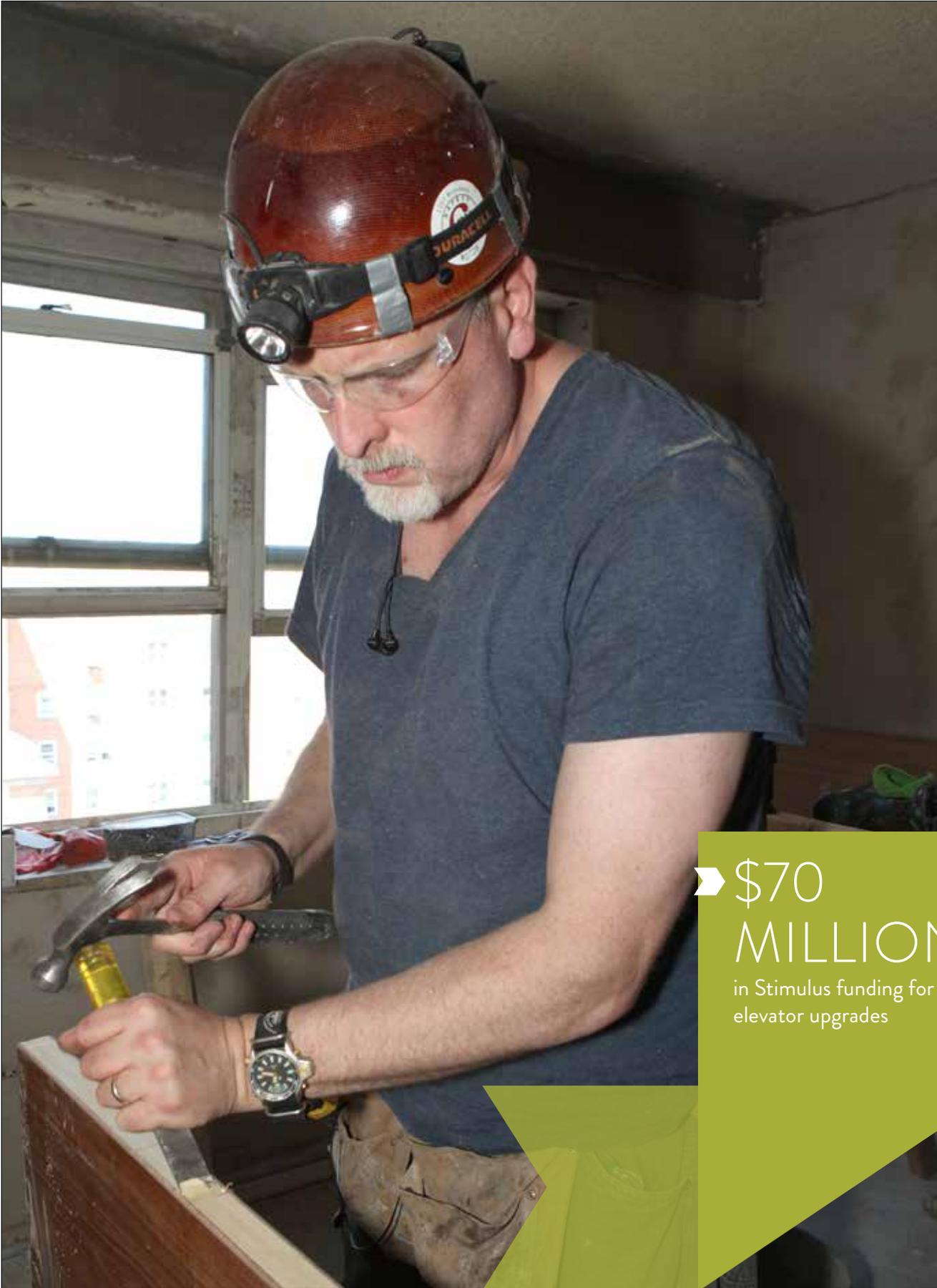
*NYCHA completed modernization projects and essential renovations to keep newly federalized buildings well-maintained and meet funding requirements.*

Completion of timely rehabilitation work was the calling card of our Department of Mixed Finance Asset Management. The Department finished 22 capital projects at 21 former City- and State-funded developments. Modernization projects included elevator and boiler improvements, roof replacements, and façade repairs. The total investment in hard construction costs was \$97.6 million. Mixed Finance Asset Management also completed interior apartment repairs, an accomplishment our residents benefit from every day.

Through strong management practices and aggressive oversight, NYCHA completed a significant amount of work

ahead of schedule and saved money by qualifying more tax credits. For example, by expediting roof replacement at Manhattanville Houses and elevator replacement at Chelsea Houses—completing work one year ahead of schedule—we saved \$970,000 in interest and associated costs and enabled investors to begin taking tax credits a year earlier than planned.

NYCHA committed to deliver a minimum of 3,818 qualified tax credit units at four Mixed Finance developments. To that end, we established a Low-Income Housing Tax Credit unit to ensure timely compliance with IRS tax credit regulations. Due to this team's efforts, we exceeded our initial goal, qualifying 5,243 units at six developments for a total estimated benefit of over one million dollars. NYCHA worked creatively and efficiently to position our finances and properties for a healthy future.



▶ \$70  
MILLION+  
in Stimulus funding for  
elevator upgrades

INTERIOR REPAIRS, Johnson Houses

# FINANCIAL STABILITY STARTS WITH STEWARDSHIP

## NAVIGATING TOUGH TIMES WITH ADEPT FISCAL MANAGEMENT

### FINANCIAL HIGHLIGHTS:

Received more than  
**\$10.5 M**  
in funding from grants:

**73%** were private,  
**27%** were public.

Received  
**\$1.2 M**  
from Robin Hood for the  
NYCHA Resident Training  
Academy.

Received  
**\$750,000**  
from the U.S. Department  
of Commerce for broadband  
technology-based educational  
activities.

### 87% OF NYCHA'S FUNDING DIRECTLY BENEFITS OUR RESIDENTS.

**NYCHA is committed to organizational transparency.** Accurate and up-to-date financial and program information gives our partners, supporters, and residents a better understanding of our position, prospects, plans, and strategy. Our partners know their investment in public housing has a vital impact on the lives of hundreds of thousands of people.

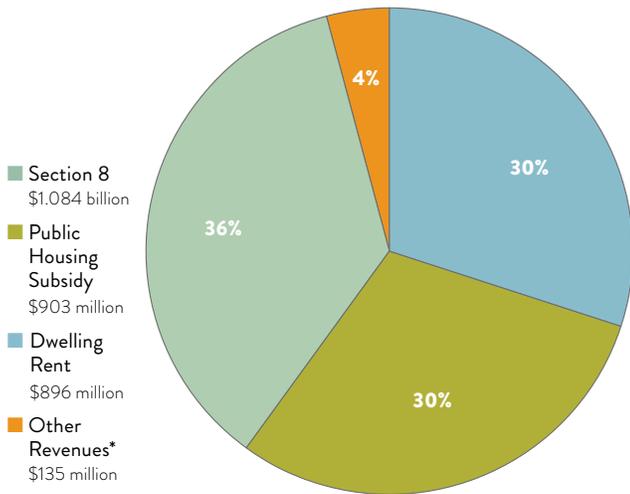
Most of NYCHA's revenues come from the federal government. In 2011, 36 percent of our revenues were from the U.S. Department of Housing and Urban Development (HUD) for the Section 8 program, which offers access to housing in the private rental market for low-income New York City residents. HUD provided an additional 30 percent of our funding for NYCHA-administered public housing. Rents paid by public housing residents accounted for 29 percent of revenues. The remainder came from a variety of sources, including parking, service fees, grants, and philanthropic support.

NYCHA invests revenue in service delivery, including repair and maintenance, on-site property management, subsidies to landlords who provide Section 8 housing, and critical programs involving job training and placement, after-school programs, and senior services. Our commitment to improving operations is exemplified by our consistent efforts to keep overhead costs as low as possible. Investment in NYCHA is a wise investment in the future of New York City.

### NYCHA 2011 REVENUE AND EXPENSE

#### REVENUE

\$3.018 BILLION

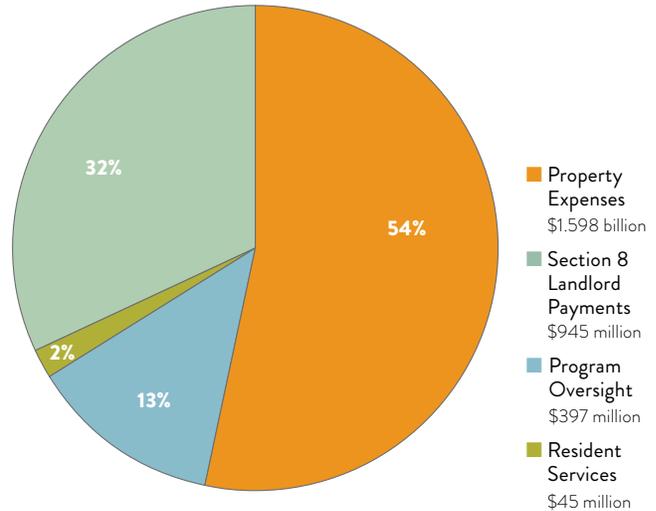


66% of NYCHA's revenue comes from federal funding. These subsidies allow low-income New Yorkers to pay affordable rents for housing in the public and private markets.

\* Grants, service fees, commercial rent, interest, and gain on the sale of capital assets

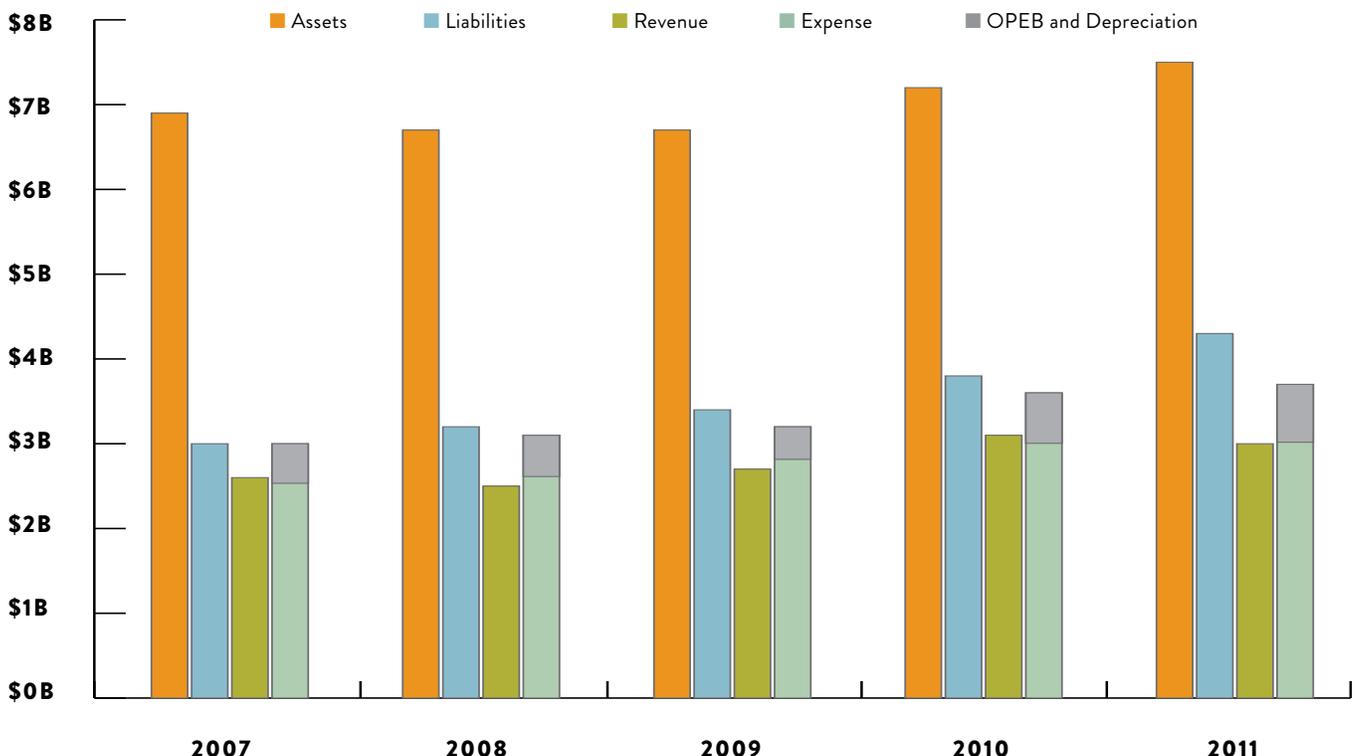
#### CASH EXPENSES

\$2.985 BILLION



\$945 million in Section 8 rental assistance payments to 31,000+ private landlords supporting 92,000+ families.

### NYCHA REVENUE, EXPENSE, ASSETS, AND LIABILITIES: FIVE-YEAR ANALYSIS



NYCHA is implementing a plan to increase revenues and reduce administrative costs over the next five years to reduce the operating deficit.

SOURCES OF DATA: 2011 CAFR / 2011 COCC Breakeven Analysis / 2011 Housing Choice Voucher Program Report / 2011 Non-Capital Grant Programs Report

# NEW YORK CITY HOUSING AUTHORITY

## STATEMENTS OF NET ASSETS

DECEMBER 31, 2011 AND 2010

### CURRENT ASSETS:

Cash and cash equivalents  
Accounts receivable, net  
Prepaid expenses  
Inventories

### TOTAL CURRENT ASSETS

### NON-CURRENT ASSETS:

Capital assets, net  
Cash  
Restricted cash and cash equivalents  
Restricted investments  
Other assets

### TOTAL NON-CURRENT ASSETS

### TOTAL ASSETS

### CURRENT LIABILITIES:

Accounts payable  
Accrued liabilities  
Claims payable  
Accrued leave time  
Pollution remediation obligations  
Unearned revenues and  
other current liabilities

### TOTAL CURRENT LIABILITIES

### NON-CURRENT LIABILITIES:

Bonds and mortgages payable, net  
Claims payable  
Accrued leave time  
OPEB liability  
Pollution remediation obligations  
Other liabilities  
Total non-current liabilities

### TOTAL LIABILITIES

### NET ASSETS:

Invested in capital assets,  
net of related debt  
Restricted for housing assistance payments  
Unrestricted (deficit)

2011

2010

(\$ in Thousands)

\$ 942,190	\$ 888,136
158,068	157,778
94,538	91,243
10,706	10,943

**1,205,502**

**1,148,100**

5,761,352	5,564,978
248,893	227,457
219,130	109,787
82,663	172,138
6,602	10,901

**6,318,640**

**6,085,261**

**7,524,142**

**7,233,361**

117,266	95,253
219,478	209,324
59,705	61,359
57,623	56,041
10,182	24,037
90,142	72,741

**554,396**

**518,755**

617,434	535,235
248,893	227,457
134,933	137,390
2,691,035	2,348,557
7,454	7,610

**3,727,875**

**3,274,541**

**4,282,271**

**3,793,296**

5,349,279	5,236,899
51,740	14,130
(2,159,148)	(1,810,964)

### TOTAL NET ASSETS

**\$3,241,871**

**\$3,440,065**

**NEW YORK CITY HOUSING AUTHORITY**  
**STATEMENTS OF REVENUES, EXPENSES,**  
**AND CHANGE IN NET ASSETS**  
**FOR THE YEARS ENDED DECEMBER 31, 2011 AND 2010**

**REVENUES:**

Tenant revenue, net  
 Subsidies and grants  
 Other income

**TOTAL REVENUES****EXPENSES:**

Housing assistance payments  
 General and administrative  
 Utilities  
 Ordinary maintenance and operations  
 OPEB expense  
 Depreciation  
 Protective services  
 Tenant services  
 Interest expense

**TOTAL EXPENSES****LOSS BEFORE CAPITAL CONTRIBUTIONS****CAPITAL CONTRIBUTIONS****CHANGE IN NET ASSETS****NET ASSETS, BEGINNING OF YEAR****NET ASSETS, END OF YEAR****2011****2010**

(\$ in Thousands)

\$ 895,864      \$ 870,977  
 2,065,734      2,163,495  
 56,622          50,131

**3,018,220**      **3,084,603**

944,704      989,506  
 785,105      720,397  
 566,173      572,549  
 518,297      532,088  
 394,263      327,575  
 342,378      319,615  
 86,679      87,467  
 29,597      29,200  
 20,113      17,349

**3,687,309**      **3,595,746**

**(669,089)**      **(511,143)**

**470,895**      **561,992**

**(198,194)**      **50,849**

**3,440,065**      **3,389,216**

**\$3,241,871**      **\$3,440,065**



COMMUNITY  
STARTS  
WITH

*cooperation*

HARLEM  
CHILDREN'S  
ZONE

## ▶▶▶ MEETING THE MULTIFACETED NEEDS OF OUR COMMUNITIES

**NYCHA pursued creative partnerships that provided educational opportunity, senior housing, and multipurpose facilities that will enrich entire neighborhoods.** The most notable examples of NYCHA's unique mixed-use development approach were our partnerships with Harlem Children's Zone (HCZ) and Harlem RBI. Consistent with the philosophy of the federal Choice Neighborhoods and Promise Neighborhoods initiatives—which promote the integration of public housing developments into the larger community—these partnerships revitalized and expanded NYCHA communities and connected residents with outside resources to improve their quality of life.

### HARLEM CHILDREN'S ZONE

*We expanded our existing relationship with Harlem Children's Zone, a non-profit, community-based organization, partnering with them to bring a first-class educational and cultural facility to St. Nicholas Houses.*

Soon to become a cornerstone of the Central Harlem community, the Promise Academy—a new school and community center—will provide job, recreational, and educational opportunities, including a vast roster of after-

school programs, for 1,300 young people from kindergarten through high school.

Work began on the Promise Academy after substantial community outreach; consultation with residents, Resident Association leaders, local community organizations, Community Boards, and elected officials; and collaboration with the Mayor's Office, eight City agencies, and the School Construction Authority.

**1** / Harlem Children's Zone needed a new location for a K-12 school and community center. NYCHA had vacant land it wanted to use to bring valuable, supportive resources to the community while increasing NYCHA's capital.

**2** / With the encouragement of residents, NYCHA and HCZ staff got together to figure out how to build the school on the grounds of St. Nicholas Houses.

**3** / The \$100 million HCZ/St. Nicholas Houses Promise Academy is scheduled to open for community programming in spring 2013 and for the school year in fall 2013. The

school will give first preference to St. Nicholas Houses families and will offer numerous job opportunities.

**4** / "This is a good thing. I am glad he will be able to go to school here." – Sandra Alvarez, St. Nicholas Houses resident, whose son was accepted into the 2013 kindergarten class.

# 479 community programs supported NYCHA and New York City residents



## HARLEM RBI AND DREAM CHARTER SCHOOL

*NYCHA developed a new collaboration model for sustaining community programs and bringing more affordable housing to New Yorkers in need.*

We spearheaded a partnership among NYCHA, Harlem RBI, the Departments of Housing Preservation and Development (HPD) and Education, and New York Yankee Mark Teixeira to create a landmark mixed-use facility featuring a charter school, 90 affordable apartments, and offices, including the new home office of Harlem RBI, at East Harlem's George Washington Houses. The \$85 million, 13-story, 150,000-square-foot project is expected to create 50 permanent jobs and up to 50 construction jobs. Four hundred and fifty students from kindergarten to eighth grade will learn and grow at the DREAM Charter School, which is scheduled to open for the 2014-2015 school year.

## MARKHAM GARDENS

*NYCHA broke ground in November for the construction of Markham Gardens Manor, a new affordable housing development for seniors in West Brighton, Staten Island.*

The \$17.4 million project, which will create 79 affordable housing units in a five-story building, came to fruition from a partnership with HUD, HPD, the Federal Home Loan Bank of New York Affordable Housing Program, and the Sisters of Charity Housing Development Corporation. We collaborated to build affordable housing for the growing senior population in the West Brighton community.



Construction of Harlem Children's Zone facility at St. Nicholas Houses



Gerard Carter Community Center participant

## JOHNSON AND GERARD CARTER COMMUNITY CENTERS

*NYCHA completed two state-of-the-art community centers, hubs that bring together residents, nearby neighbors, and new partners with comprehensive services and programs.*

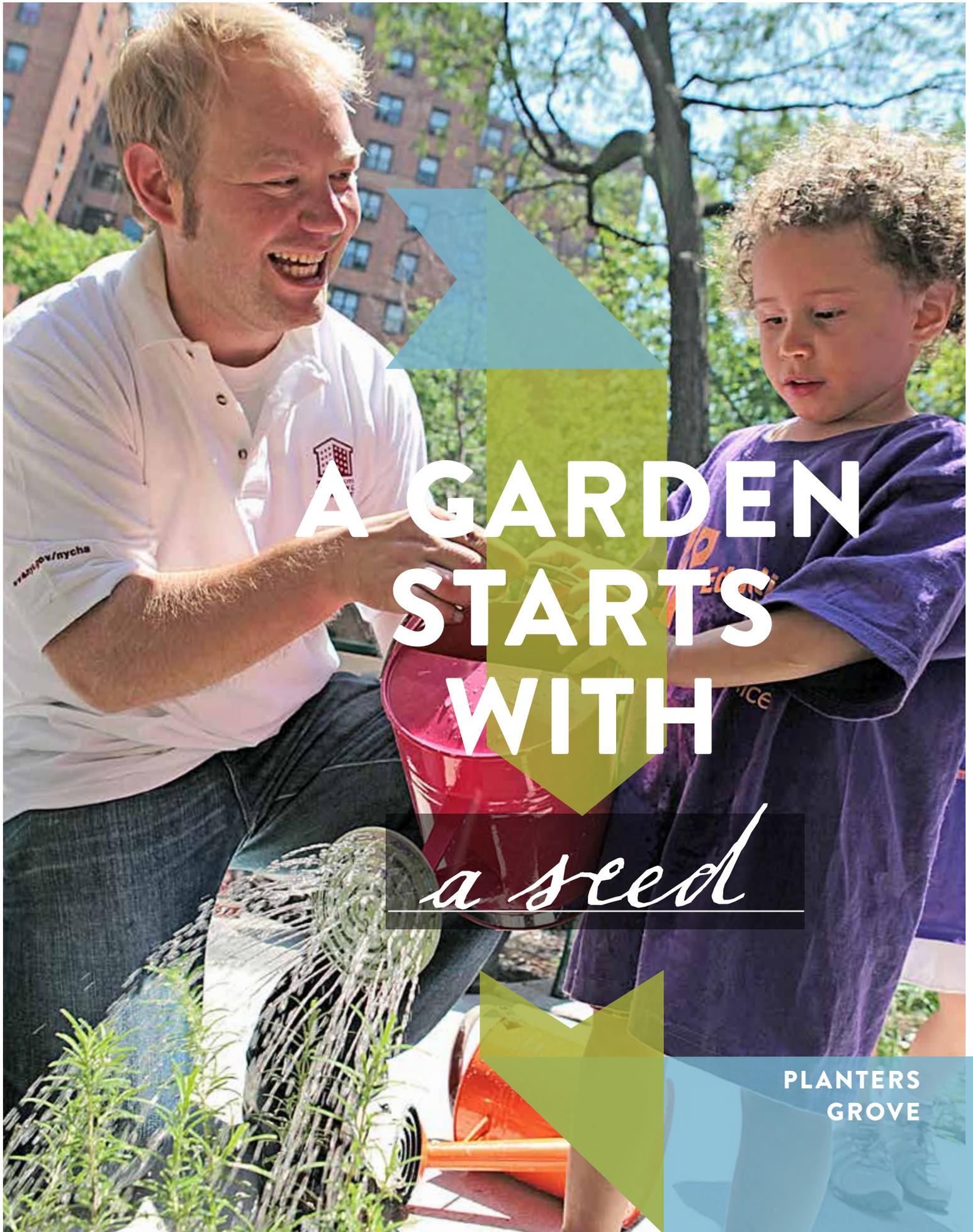
The Gerard Carter Community Center in the Stapleton Houses—featuring a gym, performance space, and technology center made possible by a donation from Time Warner Cable—offers educational opportunities and resources to residents and the greater community. Part of NYCHA’s Cornerstone Program partnership with the Department of Youth and Community Development, the new Gerard Carter Community Center is a vibrant and inspirational place for more than 400 children and adults.

At the newly constructed James Weldon Johnson Community Center in Manhattan, NYCHA launched a partnership—one of the first of its kind in the nation—with the Children’s Museum of Manhattan (CMOM) that brings the museum’s mission of blending early childhood programs, arts, and health education to residents’ doorsteps. CMOM’s *Built to Learn* leadership project will host a hands-on educational program and interactive exhibit for children of all ages.

6,300+ children  
enrolled in youth  
programs every  
month



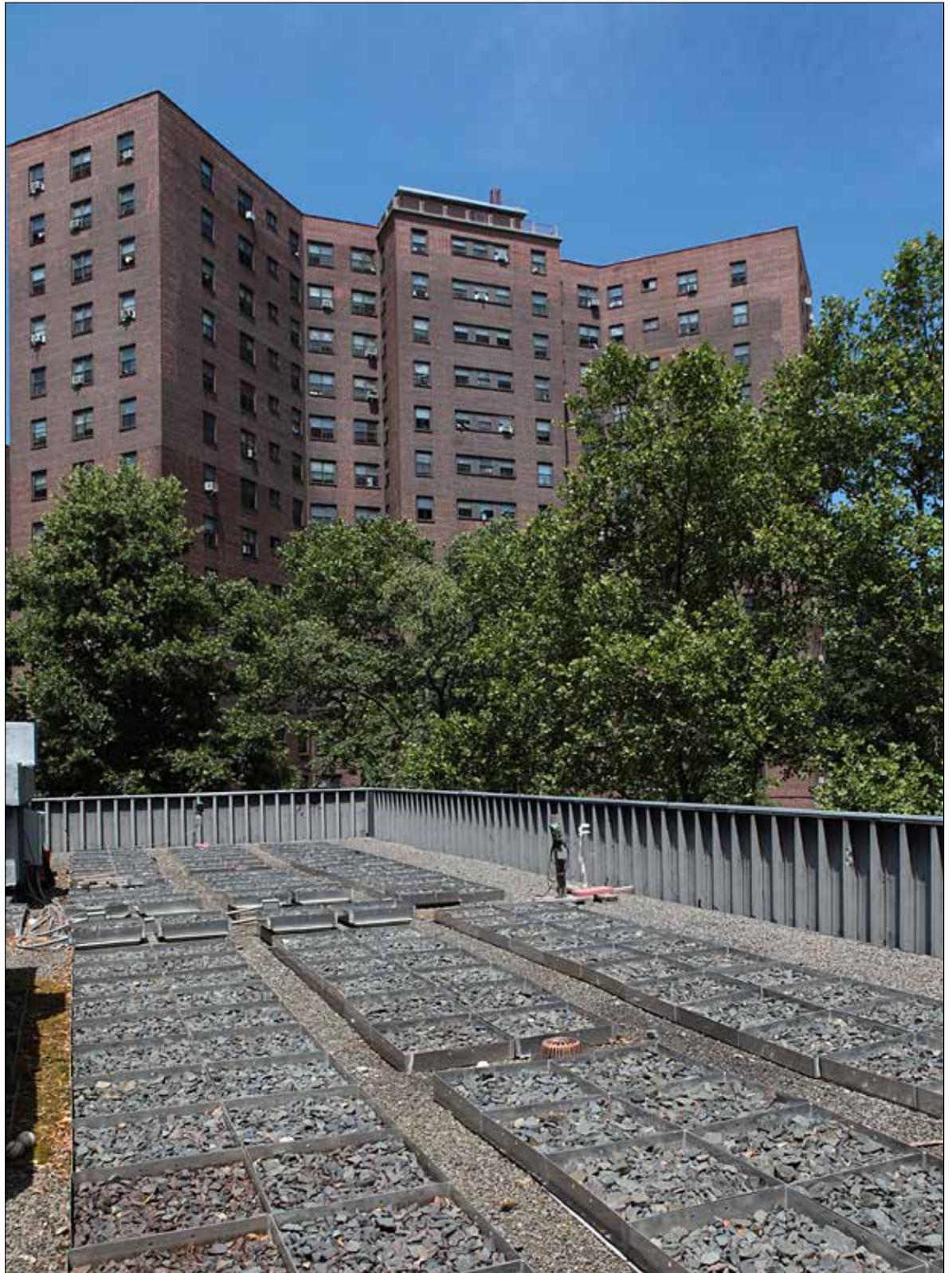
Announcing the new Harlem RBI facility at Washington Houses, along with dozens of children, were, from left to right at center back, NYCHA Chairman John B. Rhea, Mayor Michael R. Bloomberg, City Council Member Melissa Mark-Viverito, New York Yankee Mark Teixeira, New York City Schools Chancellor Dennis Walcott, and Harlem RBI Executive Director Richard Berlin



A GARDEN  
STARTS  
WITH  
*a seed*

PLANTERS  
GROVE





Bronx River Houses Stormwater Project: a blue roof collects and holds stormwater runoff

## BRONX RIVER HOUSES STORMWATER PROJECT

*NYCHA partnered with the Department of Environmental Protection to protect the health of residents by reducing contamination of the Bronx River.*

As part of Mayor Bloomberg's New York City Green Infrastructure Plan, the Stormwater Project, a \$1 million pilot program completed in November to prevent sewer overflows into the river, uses a "blue roof" to catch rainwater, rain gardens to help the ground absorb water, and a perforated pipe system to collect and hold stormwater runoff.

## CONSERVING FOR THE FUTURE

*NYCHA led the way in establishing energy efficiency measures, generating savings for reinvestment.*

We were the first government agency in the City to introduce all-electric, zero-emissions, noise-free trucks in a pilot program that began in December. Funded by a matching grant from the New York Power Authority, this initiative expanded our existing inventory of electric equipment already in use, such as lawn mowers and leaf blowers, and reduced gasoline consumption. Our Energy Department received awards and accolades, including the U.S. Environmental Protection Agency's Energy Star Leadership in Affordable Housing Award for its energy efficiency efforts and the Diamond Award for Engineering Excellence from the American Council of Engineering Companies for lighting and boiler upgrades at Castle Hill Houses in the Bronx. Conserving energy helps ensure the viability, sustainability, and financial stability of public housing.

NYCHA installed

# 200,000

compact fluorescent light bulbs to save \$3 million a year



Resident Green Committee, Ingersoll Houses Community Center

Winner of the U.S. Environmental Protection Agency's

# ENERGY STAR

Leadership in Affordable Housing Award

A photograph of a worker in a blue NYCHA hard hat and gloves using a flashlight to inspect a drain cover in a residential area. The worker is crouching on a grassy area next to a concrete walkway. In the background, there is a brick building with windows and a black metal fence. The scene is outdoors with trees and foliage. The text 'SELF-SUFFICIENCY STARTS WITH' is overlaid in large white capital letters on a green and blue geometric background.

# SELF-SUFFICIENCY STARTS WITH

*empowerment*

THE NYCHA  
RESIDENT  
TRAINING  
ACADEMY

## ▶ CONNECTING RESIDENTS TO OPPORTUNITY

**NYCHA's commitment to our families extends beyond bricks and mortar.** We connected residents and communities to the best services and programs that New York City has to offer. Whether managing programming in community facilities for our youngest residents, or serving our senior population, or linking residents to economic opportunities, NYCHA was steadfast in support of the families we serve.

### NYCHA RESIDENT TRAINING ACADEMY

*The NYCHA Resident Training Academy—a unique partnership among NYCHA, the Robin Hood Foundation, and some of the City's best employment training organizations—trained public housing residents for employment with NYCHA, its vendors, and other private partners.*

Due to the success of its first year, Robin Hood upped its investment in the Academy by 60 percent, helping to add a third training track, Pest Control, to its two tracks of Construction and Janitorial. Eighty-six percent of the Academy's graduates got jobs with long-term career paths.

### JOBS-PLUS PROGRAM EXPANSION

*NYCHA launched the first South Bronx location of the Jobs-Plus program, delivering a valuable resource for the residents of Betances, Moore, and East 152-Cortland Houses.*

Jobs-Plus is a proven program that features employment-related services, financial incentives that ensure income doesn't erode critical benefits, and engagement with residents to build community support for work. The site was hosted by BronxWorks and supported by the Social Innovation Fund (a federal grant program), the Mayor's Fund to Advance New York City, and the Center for Economic Opportunity, along with additional funding from Morgan Stanley. Given the program's success, Mayor Bloomberg announced in August that Jobs-Plus will be expanded to up to seven new sites with the support of a \$25 million investment by the City of New York.

**1/** The NYCHA Resident Training Academy offered two career tracks, but given the success of its first year, Robin Hood generously increased its commitment in training dollars to expand the program.

**2/** NYCHA identified a critical need for entry-level Pest Control Technicians, and worked with training provider Brooklyn Workforce Innovations to determine the structure for a Pest Control training program.

**3/** Dimitrios Mastoras from Pomonok Houses (shown) graduated from the Resident Training Academy and is now a NYCHA Pest Control Technician.

**4/** "This is a great learning experience that sets you up not just for a job but a career." – Dennis McLaughlin, resident of Baruch Houses.



Jobs-Plus Program, Jefferson Houses

### **THE INTERNET AND BEYOND: BROADBAND TECHNOLOGY OPPORTUNITIES PROGRAM**

*To help narrow the digital divide, NYCHA created an education and job readiness program for residents 13 years of age and older with a grant from the U.S. Department of Commerce.*

The Broadband Technology Opportunities Program (BTOP) provided access to computers and broad-



band technology-based academic activities that promote marketable job skills and educational achievement. In partnership with the City College of New York, BTOP's curriculum included computer training for adults, General Education Diploma preparation, job readiness training, a sound and music engineering program for teens, and a teen exploration/web design program.

Secured a  
 ▶ **\$25,000**  
 JPMorgan Chase grant  
 to expand the NYC Early  
 Literacy Learning program to  
 a fifth location

▶ **1,006**  
 new job placements through  
 REES—a 6% increase over  
 2010



New York City Early Literacy  
 Learning program, King Towers

# CUSTOMER SERVICE STARTS WITH

*teamwork*

WORK ORDER  
TASK FORCE

## ▶▶ IMPROVING QUALITY OF LIFE THROUGH BETTER SERVICE DELIVERY

**NYCHA found innovative ways to maximize limited funds in order to improve service delivery.** Safe, quality housing is NYCHA's fundamental promise, and we provided it to hundreds of thousands of residents, working all the while to augment our delivery of services. To promote independent living and enhance quality of life, we instituted and managed programs that meet the diverse needs of special populations, including seniors and veterans. We also invested in one of our most precious resources—our 11,563 employees—to ensure accountability and effectiveness in meeting the needs of the broad spectrum of New Yorkers we serve.

### EXPEDITING MAINTENANCE AND REPAIRS: WORK ORDER TASK FORCE

*NYCHA's Department of Operations designed a creative model for tackling our chronic maintenance and repair backlog, a pressing concern for residents.*

After a thoughtful assessment of operating procedures, work schedules, and staff deployment, NYCHA launched the Work Order Task Force in June, a special group of workers dedicated to the systematic and expeditious completion of repairs in developments. The Task Force comprised labor teams of plasterers, painters, carpenters, electricians, plumbers, and maintenance workers and targeted the developments with the highest number of work orders per apartment. Each team concentrated on completing all of an apartment's repairs in as few visits as possible. The Work Order Task Force received high marks from residents for addressing maintenance and repair needs all at one time, which minimized disruption to their lives.



Work Order Task Force, Jacob Riis Houses

**1** / NYCHA faced escalating work orders, annual underfunding, and a soaring work order backlog that was affecting the quality of life of residents.

**2** / “We had to analyze how NYCHA was doing business. One of the most common complaints was how long it was

taking us to make repairs.” - Executive Vice President for Operations Carlos Laboy-Diaz.

**3** / A specialized team of Operations staff assembled and engaged resident leaders, residents, elected officials, and other NYCHA departments and went “back to basics.”

**4** / “We have a lot to be thankful for. Some residents were waiting for repairs scheduled for 2013, but when the task force arrived, they got all the jobs done and were polite and courteous.” - South Jamaica Houses Resident Association President Marlene Reed.

### SAFETY AND SECURITY IN OUR DEVELOPMENTS

*We continued to roll out the comprehensive, long-term recommendations outlined by NYCHA's Safety and Security Task Force, a partnership among stakeholders, including NYCHA staff, residents, and the New York City Police Department (NYPD), to ensure a lasting, sustainable approach to security in developments.*

At Mott Haven Houses in the Bronx, NYCHA began installing a holistic pilot security system of closed circuit television (CCTV) cameras, mechanical door-locking hardware, electronic key fobs, a fiber optic network, and direct-call intercoms. Members of the volunteer Resident Watch at four developments were trained by the NYPD to prepare residents for handling emergency situations. We also shortened procurement processes—allowing us to more quickly implement safety enhancements—and installed roof restricted-access signs on all rooflandings and top floor stairway doors at every development.

### FAMILY SERVICES INTEGRATES INTO OPERATIONS

*NYCHA's Family Services Department worked with Property Management to streamline services and enhance frontline resources.*

For instance, apartment transfers were arranged for families who faced issues like domestic violence, and seniors were provided with companions and service coordinators. This coordination fostered a healthier living environment by expediting transfers, aiding tenant lease compliance, and providing quick assistance to residents who struggle with mental health issues or are victims of domestic violence.



Jacob Riis Houses



NYCHA Language Services Unit staff with residents, Plan NYCHA Community Conversation

## HURRICANE IRENE

*NYCHA took the lead on developing storm safety plans for residents in 2011, long before Hurricane Irene was expected to hit New York City.*

Recognizing the potential impact of a severe weather event, NYCHA initiated emergency preparedness training for residents in selected flood zones. Under the leadership of Board Member Margarita López, this substantive training was provided to more than 700 residents in the Rockaways in May and June.

The training was quickly put to use when Hurricane Irene struck the City in August. NYCHA staff evacuated residents in low-lying areas and shut down elevators and boilers as safety precautions. Thousands more NYCHA employees also volunteered their time to secure building systems and property and ensure the safety of families.

Twenty-four hours after Hurricane Irene moved away from New York City, electricity, elevators, and hot water service were up and running in all 200 affected buildings. Recognizing the critical need for ongoing emergency preparedness, NYCHA held an Emergency Preparedness Festival and Parade in the Rockaways in September to maximize awareness of emergency safety measures. We also assembled the interdepartmental Hurricane Action Review Committee to review and make recommendations for NYCHA's storm preparedness plan, incorporating the valuable insights derived from Hurricane Irene.

Work Order Task Force completed

33,631

work orders in

8,651

apartments

Up to

\$65

MILLION

in contract awards for security enhancements to benefit more than 150,000 residents via a streamlined procurement process

Family Investment Center offered fiscal advice and resources to

820+

families

The NYCHA Language Bank performed

9,034

interpretations for New Yorkers accessing critical services



VASH voucher holder Army Private First Class Anita Manners and family, Samuel Houses

# The Leased Housing Department completed 545 rentals for VASH voucher holders



## **INVESTING IN STAFF**

*NYCHA invested in recruitment, training, and professional development—all to strengthen and diversify the most important resource to residents: our staff.*

We introduced a performance evaluation system for managerial employees, an important step in our efforts to nurture talent, measure performance consistently, and increase accountability. We also examined areas for improvement in the processes and procedures of key departments—including Finance, Human Resources, and Information Technology—that could result in greater efficiency and savings reinvested to support frontline staff.

## **FAMILY INVESTMENT CENTER**

*NYCHA launched the St. Nicholas Houses Family Investment Center, a unique pilot project that provided St. Nicholas residents with financial programs for economic and educational success through family and community involvement.*

The Center offered fiscal advice to more than 820 families, focusing on four key areas: economic asset development, youth empowerment, community building, and tenancy assistance. And, in collaboration with Property Management, the Family Investment Center assisted with resolving back rents totaling \$125,000, helping families secure their homes during challenging times.

## SUPPORTING OUR COUNTRY'S VETERANS THROUGH THE VASH PROGRAM

*Through the largest Section 8 program in the nation, NYCHA provides access to affordable housing for hundreds of thousands of New Yorkers—including nearly 2,000 veterans.*

Through HUD's Veteran Affairs Supportive Housing Program (VASH), which provides homeless veterans with rental assistance vouchers, our Department of Leased Housing offered 1,795 vouchers to veterans—the most in the country.

In March, NYCHA's Family Services Department developed a specialized unit to assist veterans—many of whom need comprehensive resources to address their unique needs—navigate the process of signing a lease in one of NYCHA's 21 Mixed Finance locations. This staff also worked closely with Veterans Affairs Case Managers to ensure veterans were linked to services. Helping veterans find jobs as NYCHA caretakers made it possible for them to maintain stability in their homes and achieve self-sufficiency.



NYCHA staff, Plan NYCHA meeting

## HEALTH OF NYCHA SENIORS

NYCHA invested in unprecedented research, investigating the quality of life, health, and independence of our older population.



Carey Gardens Houses

NEARLY  
75,000  
PEOPLE AGE 62  
AND OLDER RESIDE  
IN NYC PUBLIC  
HOUSING

We published a landmark report in collaboration with the Department of Health and Mental Hygiene, the Department for the Aging, and the CUNY School of Public Health at Hunter College—*Health of Older Adults in New York City Public Housing*—to describe the physical and mental health of NYCHA's older residents and provide recommendations and next steps to further improve their quality of life.



NYCHA'S  
FUTURE  
STARTS  
WITH

*you*

▶ **PARTNERING WITH NYCHA TO  
PRESERVE AND TRANSFORM  
PUBLIC HOUSING**

**AN INVESTMENT IN NYCHA IS AN INVESTMENT IN OUR CITY;**

NYCHA's communities and residents are a dynamic and vital part of the fabric of New York City. We are working hard to ensure that our great legacy continues, but a chronic lack of funding threatens the future of public housing.

We cannot go forward alone. **AN INVESTMENT IN NYCHA STARTS WITH YOU.**

We hope that you will join us in our mission to preserve public housing for generations to come. Our partners in the public, private, and non-profit sectors make NYCHA's worthwhile accomplishments happen, from programs and initiatives that benefit families to the schools, community centers, and affordable housing that energize entire neighborhoods. By partnering with us, you can

**PLAY YOUR PART IN IMPROVING THE LIVES OF ALL NEW YORKERS.**

NYCHA's Office of Public/Private Partnerships seeks partners from the private and philanthropic sectors who share our vision of building a better New York.

**IN THESE CHALLENGING ECONOMIC TIMES, COLLABORATION  
IS MORE IMPORTANT THAN AT ANY OTHER TIME IN OUR HISTORY.**

**THERE ARE  
MANY WAYS  
YOU CAN HELP**

To learn more about partnership opportunities with NYCHA, please call the Office of Public/Private Partnerships at 212-306-8299 or e-mail [partnerships@nycha.nyc.gov](mailto:partnerships@nycha.nyc.gov).



First Houses, 1940s

**1934 JANUARY 20** Mayor Fiorello LaGuardia establishes the New York City Housing Authority.

**1935 DECEMBER 3** First Houses dedication ceremony presided over by Mayor LaGuardia, Governor Herbert H. Lehman, and First Lady Eleanor Roosevelt.

**1939 NOVEMBER** Families finish moving into Red Hook I (now Red Hook East and part of Red Hook West), the first racially integrated development, including 33 African-American families.

**1942 AUGUST 18** Whitman-Ingersoll Houses (originally known as Fort Greene Houses) was the first development to have apartments set aside specifically for armed forces personnel.

**1947 JULY 31** NYCHA operates 14 developments with 17,047 apartments and 58,353 residents.

**1952 DECEMBER 15** Establishment of the Authority's Housing Police, with the swearing-in of first 47 patrolmen.

**1962** Resident Annual Garden and Greening Program Competition initiated. It has been held every year since.

**1962 JANUARY 23** Groundbreaking for the first NYCHA development exclusively built for senior residents, Gaylord White Houses. To date, NYCHA has 42 such developments.

**1967 FEBRUARY 5** Authority begins its first leasing program under Section 23, a predecessor to the Section 8 program. The final contracts under Section 23 were transferred to Section 8 by 1988.

**1968 JUNE** First Tenant Patrol established.

**1974** First Houses declared a New York City Landmark, the first development to be given that status.



# NYCHA TIMELINE

First Houses, 2011

**1981 DECEMBER 31** NYCHA operates 265 developments with 170,837 units. Another 37,737 units are in Section 8 and Section 23 leasing programs.

**1991** The Interim Council of Presidents, the precursor to the Citywide Council of Presidents (CCOP), was formed, with Chairperson Gerri Lamb. CCOP members are resident leaders elected by their peers.

**1995 APRIL 30** Housing Police merges with NYPD and the Housing Bureau is established.

**2005 MARCH** NYCHA Chairman Tino Hernandez and Mayor Michael R. Bloomberg announce \$2 billion plan for modernization and preservation of the City's public housing, including an unprecedented \$300 million bond financing. Proceeds to be used for the modernization of NYCHA's aging buildings and infrastructure.

**2010 MARCH 15** NYCHA Chairman John B. Rhea, Mayor Bloomberg, and HUD Secretary Shaun Donovan announce the federalization transaction, which provides more than \$400 million in one-time public and private funding and \$65-\$75 million in additional annual federal operating subsidies to support more than 20,000 previously unfunded units in State and City developments.

**2010 JUNE 4** NYCHA renamed Bronxdale Houses after Supreme Court Justice Sonia Sotomayor, marking the first time that a development was named for a living, former resident.

**2011 DECEMBER 30** NYCHA releases *Plan NYCHA: A Roadmap for Preservation*. It is a five-year strategic plan to address the long-term preservation of public housing.

**2011 DECEMBER 31** NYCHA operates 334 developments with 178,889 apartments. Another 93,838 units are in the Section 8 program. NYCHA is responsible for housing nearly 630,000 New Yorkers.



## »» ACKNOWLEDGEMENTS »»

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 Emily Youssouf, *Vice Chair*  
 Margarita López, *Board Member*  
 Victor A. Gonzalez, *Board Member*  
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The NYCHA Department of Communications in collaboration with Michael Corwin, Vinson Cunningham, Eric Deutsch, Lynn Godfrey, Millie Molina, Heidi Morales, Thomas Ngo, and Sharon O'Neill

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### CONCEPT, DESIGN, AND LAYOUT

The Rooster Design Group





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