

NEW YORK CITY HOUSING AUTHORITY

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WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to nearly 404,000 low- and moderate-income City residents in 328 housing developments with nearly 178,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists nearly 89,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 24 community centers, 32 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, affordable housing and access to social and community services, increasing their opportunities for success. As part of the Mayor's Housing New York Plan, NYCHA restored homeless families' priority for public housing and continues to give homeless individuals priority for Section 8 resources. NYCHA will provide housing to 1,000 homeless families by the end of 2014 and will provide 750 homeless families with public housing units each year over the next two years. NYCHA's new initiative, NextGeneration NYCHA, is a multi-faceted, collaborative effort that will strengthen and preserve public housing for the future. It will enable NYCHA to operate as a better and more efficient landlord, generate additional funding to become financially stable and rehabilitate and harness NYCHA's real estate assets to benefit residents and the surrounding communities while increasing the supply of affordable housing for all New Yorkers.

OUR SERVICES AND GOALS

SERVICE 1 Provide affordable housing for low- and moderate-income New York City residents.

- Goal 1a Optimize access to affordable housing in public housing developments to income-eligible families.
- Goal 1b Increase access to affordable housing in privately owned units.
- Goal 1c Develop new mixed-use, mixed-income housing and resources.
- Goal 1d Optimize apartment usage and ensure rental equity.

SERVICE 2 Provide a safe and clean living environment for public housing residents.

- Goal 2a Preserve the public and affordable housing asset.
- Goal 2b Expedite maintenance and repairs.
- Goal 2c Improve safety and security.

SERVICE 3 Provide access to social services, job training and employment.

- Goal 3a Connect all residents to critical services in their communities.
- Goal 3b Reduce unemployment among NYCHA tenants.

HOW WE PERFORMED

- NYCHA placed 2,157 applicants in public housing in the first four months of Fiscal 2015, 17 percent more than during the same period last year. Under Mayor de Blasio's initiative to end homelessness, NYCHA worked collaboratively with the Department of Homeless Services (DHS) and the Human Resources Administration (HRA) to expeditiously house 750 families. DHS coordinated client rental interviews with NYCHA and HRA provided rental fees. This multi-agency effort resulted in a rental success rate of 99 percent.
- While the utilization of units decreased, NYCHA has utilized 100 percent of the funding allocated for Section 8 vouchers. There were also fewer rentals this period because of the length of time required for veterans in the Veterans Affairs Supportive Housing (VASH) program to find a rental unit. At the end of the reporting period, the number of Section 8 occupied units decreased slightly in Fiscal 2015 to 87,841 compared to 90,789 in Fiscal 2014. The utilization rate for Section 8 vouchers decreased four percent from 92.5 percent to 89 percent. The percentage of annual Section 8 recertifications completed increased to 95.6 percent during the first four months of Fiscal 2015 compared to 93.3 percent during the same period in Fiscal 2014. The completion rate for recertifications improved as a result of increased staff training and improved monitoring and work-flow management of the recertification process.
- The number of applicants placed through Section 8 vouchers decreased by 5 percent from 155 to 147. The reduction in occupied units and the utilization rate are directly related to a decrease in funding from the US Department of Housing and Urban Development (HUD) for the Section 8 program. NYCHA anticipates a number of project-based Section 8 developments to be under lease by the end of Calendar 2014 which will increase the number of rental units.
- Since 2003, NYCHA, via its Memorandum of Understanding (MOU) with the Department of Housing Preservation & Development (HPD), completed 2,732 units of affordable housing with 738 under construction. Recently completed projects include Highbridge Overlook in the Bronx, which consists of 155 units and 1070 Washington, also in the Bronx, a 49-unit building which includes 21 public housing units. Prior to beginning any future development projects, NYCHA is engaging in an extensive process of engagement with residents and surrounding communities to identify local needs and opportunities.
- The average time to prepare vacant apartments improved 23 percent during the first four months of Fiscal 2015 to 36.1 days from 47 days during the same period last year. The average turnaround days to re-occupy apartments also improved by 16 percent to 66.7 days.
- The percentage of active projects on schedule declined from 33 percent to 29.7 percent. The percentage of active projects in construction on schedule decreased four percentage points from 59 percent in Fiscal 2014 to 55.3 percent in Fiscal 2015. The schedule delays were caused by a combination of regulatory issues, project scope changes and delays in construction work by contractors, coupled with subcontractor approvals. NYCHA continues to review methods to improve on-time performance and incorporate measures to address unforeseen conditions when they occur.
- The average time to resolve emergency service requests, which includes heat complaints, improved by seven percent from 10.2 hours in the first four months of Fiscal 2014 to 9.5 hours in the same period during Fiscal 2015, and well below the target of 24 hours. At the same time, the average time to resolve non-emergency service requests improved by 51 percent from 32.6 days to 16 days. NYCHA has improved the response time for both emergency and non-emergency service requests through better scheduling and streamlined workflows for maintenance and skilled trades staff.
- The average time to resolve elevator outages decreased by 12.6 percent from 7.4 hours to 6.5 hours and was below the target of 10 hours. Enhancements to NYCHA's Elevator Bureau business process have helped reduce the elevator response time. The Elevator Bureau has expedited the deployment of elevator teams to respond to outages where there is no elevator service for two hours or more and adopted a location based assignment that has increased the staff's familiarity with the equipment. The number of alleged elevator injuries reported to DOB increased from 5 to 7 and there was one elevator related fatality compared to none the previous year. The fatality resulted from an unauthorized individual gaining access to the top of an elevator car. It was not caused by equipment failure or malfunction.
- From July to October 2014, the crime rate decreased five percent to 10.4 from 11 during the same period in the prior year. NYCHA continues to strengthen its relationship with the New York City Police Department and other law

enforcement agencies, develop ways to boost resident engagement, work with residents to secure additional funding for security measures such as CCTV and increase communication about safety issues with residents. Since May 30, 2014, NYCHA has used City Council funding to install 1,973 new CCTV cameras and converted/upgraded an additional 191 existing cameras in 393 buildings at 54 designated developments. Citywide, NYCHA also removed 29,259 linear feet of legacy sidewalk sheds and over the summer extended community center hours. In 15 NYCHA developments, these and other safety-related initiatives—such as the installation of over 150 temporary external light towers to improve lighting in public spaces—were supported by the Mayor’s Action Plan for Neighborhood Safety.

- NYCHA’s [Emergency Transfer Program \(ETP\)](#) is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims. The program provides these at-risk residents with case management and confidential relocation services to another NYCHA development. During the first four months of Fiscal 2015, more residents were approved while ETP disposition time was up 20 percent from 46.24 days to 55.48 days. NYCHA’s collaboration with partner organizations helped applicants secure required documentation more quickly, which resulted in more completed applications for processing. ETP case disposition time gradually increased during the reported period due to the higher number of received cases and staff vacancies. To address this increase, NYCHA’s Family Services Department adopted a new application that has helped streamline the transfer process.
- NYCHA continues to transition its community and senior centers to the Department of Youth and Community Development (DYCD) and the Department for the Aging (DFTA), respectively. The number of NYCHA-operated community centers decreased from 66 to 24 and the number of NYCHA-operated senior centers decreased from 37 to 32 during the reporting period. The average daily attendance for the 6 to 12 age group at NYCHA-operated community centers decreased 69 percent during the first four months of Fiscal 2015 to 553, compared to 1,760 Fiscal 2014. The average daily attendance for the 13 to 19 age group was down 13 percent from 772 to 675 during the same period.
- Resident job placements were down 26 percent during the first four months of Fiscal 2015 to 403 compared to 548 during the same period in Fiscal 2014. NYCHA’s Human Resources and its Resident Economic Empowerment & Sustainability Department (REES) continue to partner with to recruit and train residents for positions at NYCHA. The number of job placements declined in part because of the lower number of authorized vacant positions due to budgetary constraints.

SERVICE 1 Provide affordable housing for low- and moderate-income New York City residents.

Goal 1a Optimize access to affordable housing in public housing developments to income-eligible families.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Apartments vacated	5.0%	4.5%	4.8%	*	*	NA	NA
★ Occupancy rate (%)	99.2%	98.8%	99.4%	99.2%	99.2%	98.8%	99.5%
Applicants placed in public housing	6,012	4,233	5,988	*	*	1,847	2,157
Working families residing in public housing (cumulative) (%)	48.0%	47.8%	47.6%	*	*	NA	NA

★ Critical Indicator “NA” - means Not Available in this report ↕ shows desired direction

Goal 1b Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Families on Section 8 waiting list (000)	124	123	123	*	*	123	123
★ Utilization rate for Section 8 vouchers (%)	95.3%	93.9%	91.2%	97.0%	97.0%	92.5%	89.0%
★ Section 8 Occupied Units (vouchers)	93,789	91,892	88,529	87,000	87,000	90,789	87,841
Annual Section 8 inspections	89.18%	84.36%	89.83%	*	*	91.50%	92.68%
Annual Section 8 recertifications	86.36%	91.24%	92.91%	*	*	93.26%	95.60%
Applicants placed through Section 8 vouchers	421	933	384	*	*	155	147

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Goal 1c Develop new mixed-use, mixed-income housing and resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★ Apartments (000)	179	179	179	*	*	179	178
Number of developments	334	334	334	*	*	334	328
Number of buildings	2,597	2,585	2,563	*	*	2,585	2,553

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 1d Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★ Average time to prepare vacant apartments (days)	31.8	39.6	43.7	30.0	30.0	47.0	36.1
★ Average turnaround days for vacant apartments	40.0	60.3	77.9	40.0	40.0	79.1	66.7

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

SERVICE 2 Provide a safe and clean living environment for public housing residents.

Goal 2a Preserve the public and affordable housing asset.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Active capital projects on schedule (%)	29.1%	24.3%	32.3%	29.1%	29.1%	33.0%	29.7%
★Active capital projects in construction phase on schedule (%)	91.1%	70.2%	61.0%	91.1%	91.1%	59.0%	55.3%

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Goal 2b Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to resolve emergency service requests (hours)	7.5	13.6	11.0	24.0	24.0	10.2	9.5
★Average time to resolve nonemergency service requests (days)	30.0	42.5	27.6	15.0	15.0	32.6	16.0
★Average time to resolve heat service requests (hours)	11.9	19.8	13.6	24.0	24.0	13.0	10.1
★Average time to resolve elevator outages (hours)	3.8	5.8	5.7	10.0	10.0	7.4	6.5
Annual HUD Assessment rating	NA	80.0	NA	*	*	NA	NA
★Average outage per elevator per month	1.01	0.97	1.00	1.01	1.01	1.08	1.08
★Elevator service uptime	99.4%	99.2%	99.1%	97.0%	97.0%	99.0%	98.8%
★Alleged elevator injuries reported to DOB	13.0	16.0	9.0	↓	↓	5.0	7.0
★Elevator related fatalities	0	0	0	↓	↓	0	1
Management cost per dwelling unit (\$)	\$885	\$1,012	\$913	\$875	\$875	\$897	\$877

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Goal 2c Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Crime Rate Year To Date	5.8	6.0	6.0	*	*	11.0	10.4
★Major felony crimes in public housing developments	4,771	5,018	5,328	↓	↓	1,945	1,695

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SERVICE 3 Provide access to social services, job training and employment.

Goal 3a

Connect all residents to critical services in their communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Residents approved for the Emergency Transfer Program	849	937	808	*	*	298	314
★Emergency Transfer Program disposition time (days)	44.18	54.25	45.91	45.00	45.00	46.24	55.48
Average daily attendance in community centers ages 6-12	2,447	1,980	1,144	2,447	2,447	1,760	553
Average daily attendance in community centers ages 13-19	1,618	1,437	646	1,618	1,618	772	675
★Initial social service tenant contacts conducted within five days of referral (%)	76%	64%	68%	76%	76%	65%	78%
Referrals to supportive social services rendered to senior residents	94,665	96,548	84,987	*	*	28,060	34,502
Community centers	70	68	24	*	*	66	24
Senior centers	38	37	33	*	*	37	32
Utilization of senior centers (%) ages 60+	157.0%	133.5%	143.0%	85.0%	85.0%	154.0%	149.0%

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Goal 3b

Reduce unemployment among NYCHA tenants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Resident job placements	1,593	1,567	874	1,593	1,593	548	403
Job training programs - ratio of job placements to program graduates (current period)	61%	91%	73%	*	*	NA	NA
Youth placed in jobs through youth employment programs	1,188	607	918	*	*	NA	NA

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AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Customer Experience							
Completed requests for interpretation	134,069	150,619	154,339	*	*	NA	NA
Letters responded to in 14 days (%)	80.57%	73.99%	80.3%	*	*	87.76%	81.33%
E-mails responded to in 14 days (%)	86.72%	85.8%	87.08%	*	*	93.62%	86.42%
Average wait time to speak with a customer service agent (minutes)	18	16	19	*	*	NA	NA
CORE facility rating	80	83	94	*	*	NA	NA
Calls answered in 30 seconds (%)	70%	65%	68%	*	*	69%	70%
Customers rating service good or better (%) (As applicable)	71.0%	66.0%	70.0%	71.0%	71.0%	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15 ¹	FY16 ¹	FY14	FY15
Expenditures (\$000,000) ²	\$3,424.9	\$3,348.8	\$3,318.4	\$3,149.1	\$3,149.1	\$3,194.4	\$1,164.9	\$1,044.0
Revenues (\$000,000)	\$3,025.1	\$2,932.4	\$3,076.8	\$2,868.4	\$2,868.4	\$2,896.9	\$1,044.3	\$1,045.5
Personnel	11,595	11,579	11,449	11,419	11,318	11,221	11,191	11,420
Overtime paid (\$000,000)	\$74.7	\$95.3	\$106.6	\$54.1	\$54.1	\$54.1	\$28.0	\$21.5
Capital commitments (\$000,000)	\$1.1	\$30.6	\$23.4	\$3.4	\$227.0	\$317.4	\$9.7	\$28.0
¹ February 2015 Financial Plan ² Expenditures include all funds. "NA" - Not Available in this report								

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYCHA revised the name of the indicator 'Section 8 Occupied Units (certificates and vouchers)' to 'Section 8 Occupied Units (vouchers)' to reflect a program change. In addition, Fiscal 2015 and Fiscal 2016 targets for this indicator were revised to reflect current HUD projections for the program.

ADDITIONAL RESOURCES

For additional information go to:

- Fact Sheet:
<http://www.nyc.gov/html/nycha/html/about/factsheet.shtml>
- NYCHA Metrics:
<https://eapps.nycha.info/NychaMetrics/>

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

