



NEW YORK CITY HOUSING AUTHORITY

John B. Rhea, Chairman

What We Do

The New York City Housing Authority (NYCHA) provides affordable housing to over 404,000 low- and moderate-income City residents in 334 housing developments with nearly 179,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists over 93,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 69 community centers, 38 senior centers and a variety of programs.

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: July–October

- The percentage of active projects in construction on schedule increased 12 percent from 77.8 percent during the first four months of Fiscal 2012 to 89.4 percent in Fiscal 2013. These types of projects are not impacted by external factors, such as weather conditions. The percentage of active projects on schedule was up 11 percent from 28.9 percent to 39.5 percent. During this period, 40 percent of NYCHA's capital projects portfolio consisted of elevator and boiler projects, which had a high on-time construction performance. NYCHA's continued focus on improving other capital projects processes such as design and procurement, has had an overall positive impact on the portfolio schedules.
- The number of applicants placed through Section 8 vouchers increased 15 percent during the first four months of Fiscal 2013 to 249 compared to 216 during the same period in Fiscal 2012 due to new rentals from the transfer of applicants formerly in the HPD Home Program.
- The number of applicants placed in public housing decreased 13 percent during the first four months of Fiscal 2013 to 1,711 compared to 1,977 during the same period in Fiscal 2012. The primary reasons for fewer placements in public housing are related to increased preparation time and NYCHA's efforts to offer appropriate sized apartments to existing residents.
- The average time to prepare vacant apartments increased by 19 percent in Fiscal 2013 to 36.8 days compared to 31 days in Fiscal 2012 and was above the target of 20 days. The major contributing factor to the longer time preparation time is the need for more extensive work such as carpentry and tiling in many vacant apartments. NYCHA faces limited resources to address

this type of work and has recently begun reviewing the management of the work orders to develop solutions to tackle the issue in the most effective way.

- The average turnaround days to re-occupy vacant apartments was up 25 percent during the first four months of Fiscal 2013 to 49.8 days compared to 39.7 days for the same period in Fiscal 2012. The longer time to prepare vacant apartments and the renting of Section 8 apartments, which do not have as many referrals as public housing units, are the primary reasons for the longer turnaround time.
- The average time to resolve emergency service requests increased by 26 percent from 6.2 hours during the first four months of Fiscal 2012 to 7.8 hours during the same period in Fiscal 2013. However, it was well below the target of 24 hours. The utilization of limited resources to prepare for Hurricane Sandy during the month of October has negatively impacted the resolution time. NYCHA will continue to monitor this indicator to ensure a timely response to all emergency conditions.
- The average time to resolve non-emergency service requests increased 31 percent from 28.1 days during the first four months of Fiscal 2012 to 36.9 days during the same period in Fiscal 2013. Policy changes, regulatory requirements, and Hurricane Sandy delayed routine work. In September 2012, NYCHA implemented a new policy to keep work orders open until the work is completed. NYCHA experiences a high resident not home rate, which can delay access to apartments to make repairs. Under the leadership of the new general manager, NYCHA has embarked on an effort to conduct a systematic review of the work order management process which will help develop long-term solutions to effectively tackle the work order backlog.
- The average time to resolve elevator outages increased 58 percent from 4 hours during the first four months of Fiscal 2012 to 6.33 hours during the same period in Fiscal 2013. While the time to resolve was longer this period, NYCHA experienced fewer outages. The average number of elevator outages per car was down 9 percent from 1.14 outages per car to 1.04 during the same period. The elevator uptime was 99.1 percent and exceeded the target of 97 percent. The number of elevator related injuries increased from 5 to 7. The increased time to resolve elevator outages is attributable to a staffing shortage and a reduction in overtime available during the period. NYCHA has begun filling 60 vacancies.
- The average daily attendance by the 6-12 age group at community centers decreased 19 percent during the first four months of Fiscal 2013 to 2,034 from 2,502 for the same period in Fiscal 2012. The average daily attendance by the 13-19 age group decreased by 14 percent from 1,036 to 886 during the same period. The declines in attendance are attributable to NYCHA's partnering with other providers to operate centers and programs.
- The initial Social Services tenant contacts conducted within five days decreased 25 percent during the first four months of Fiscal 2013 to 60 percent compared to 85 percent for the same period in Fiscal 2012. Family Services staff are often called away from scheduled home visits to attend to unforeseen emergencies for other tenants. Borough administrators are working closely with their supervisors to monitor and coordinate staff efforts to improve timeliness.
- The referrals to supportive services rendered to senior residents increased by 10 percent during the first four months of Fiscal 2013 to 33,971 compared to 30,813 for the same period in Fiscal 2012. The increase reflects improved monitoring techniques that are better capturing and reporting services provided to residents.
- 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 is intended to enhance safety for at-risk residents by providing case management and confidential relocation services to another NYCHA development. ETP disposition time was up 58 percent from 38.3 days in Fiscal 2012 to 60.7 days in Fiscal 2013. During the reporting period, the backlog of ETP cases for disposition increased. As of October 31, 2012, ETP received 208 more cases compared to the same time period last year. The ETP supervisory staff is working on a plan to ensure that disposition times return below the 45-day target.
- The resident job placements increased by 34 percent in Fiscal 2013 to 818 compared to 610 in Fiscal 2012. This indicator includes the number of residents placed by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES) and through Human Resources (HR). The overall 33 percent increase is due to a 44 percent increase in REES placements from 263 to 379 and a 27 percent increase in HR placements from 347 to 439.

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 Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Apartments vacated	4.5%	4.6%	5.0%	*	*	NA	NA
★ Occupancy rate (%)	99.5%	99.4%	99.2%	*	99.2%	99.2%	99.2%
Applicants placed in public housing	5,554	5,650	6,012	*	*	1,977	1,711
Working families residing in public housing (cumulative) (%)	47.2%	46.7%	48.0%	*	*	NA	NA

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

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Families on Section 8 waiting list (000)	125	NA	124	*	*	124	124
★ Utilization rate for Section 8 vouchers (%)	101.0%	98.3%	95.3%	97.0%	97.0%	96.4%	94.8%
★ Section 8 Occupied Units (certificates and vouchers)	100,570	95,898	93,789	*	93,789	95,132	92,669
Annual Section 8 inspections	97.73%	NA	89.18%	*	*	85.08%	80.48%
Annual Section 8 recertifications	96.87%	NA	86.36%	*	*	70.96%	94.97%
Applicants placed through Section 8 vouchers	7,523	NA	421	*	*	216	249

Goal 1d: Optimize apartment usage and ensure rental equity.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Apartments (000)	178	179	179	*	*	179	179
Number of developments	334	334	334	*	*	334	334
Number of buildings	2,604	2,597	2,597	*	*	2,597	2,597

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

Goal 2a: Preserve the public and affordable housing asset.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Active capital projects on schedule (%)	38.7%	27.5%	29.1%	*	29.1%	28.9%	39.5%
★ Active capital projects in construction phase on schedule (%)	87.4%	71.6%	91.1%	*	91.1%	77.8%	89.4%

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

Goal 2b: Expedite maintenance and repairs.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Average time to resolve emergency service requests (hours)	NA	18.3	7.5	24.0	24.0	6.2	7.8
★ Average time to resolve nonemergency service requests (days)	NA	29.0	30.0	15.0	15.0	28.4	36.9
★ Average time to resolve heat service requests (hours)	NA	12.9	11.9	24.0	24.0	10.6	9.0
★ Average time to resolve elevator outages (hours)	13.1	5.2	3.8	10.0	10.0	4.0	6.3
★ Average time to prepare vacant apartments (days)	39.4	30.9	31.8	20.0	20.0	31.0	36.8
★ Average turnaround days for vacant apartments	36.5	35.2	40.0	*	40.0	39.7	49.8
Annual HUD Assessment rating	79.0	80.0	NA	*	*	NA	NA
★ Average outage per elevator per month	1.15	1.08	1.01	*	1.01	1.14	1.04
★ Elevator service uptime	97.9%	99.2%	99.4%	97.0%	97.0%	99.4%	99.1%
★ Alleged elevator injuries reported to DOB	30.0	24.0	13.0	*	↓	5.0	7.0
★ Elevator related fatalities	0	0	0	*	↓	0	0
Management cost per dwelling unit (\$)	\$826	\$858	\$885	\$867	\$875	\$858	\$867

Goal 2c: Improve safety and security.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Crime Rate Year To Date	4.9	5.4	5.8	*	*	9.3	10.3
★ Major felony crimes in public housing developments	4,090	4,406	4,771	*	↓	1,556	1,734

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

Goal 3a: Connect all residents to critical services in their communities.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Residents approved for the Emergency Transfer Program	850	859	849	*	*	332	345
★ Emergency Transfer Program disposition time	40.34	39.76	44.18	45.00	45.00	38.29	60.68
★ Average daily attendance in community centers ages 6-12	2,402	2,800	2,447	*	2,447	2,502	2,034
★ Average daily attendance in community centers ages 13-19	1,616	1,720	1,618	*	1,618	1,036	886
★ Initial social service tenant contacts conducted within five days of referral (%)	78%	76%	76%	*	76%	85%	60%
Referrals to supportive social services rendered to senior residents	96,247	95,299	94,665	*	*	30,813	33,971
Community centers	67	70	70	*	*	70	69
Senior centers	40	38	38	*	*	38	38
Utilization of senior centers (%) ages 60+	155.9%	156.0%	157.0%	85.0%	85.0%	169.4%	136.0%

Goal 3b: Reduce unemployment among NYCHA tenants.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Residents job placements	1,519	2,090	1,593	*	1,593	610	818
Job training programs - ratio of job placements to program graduates (current period)	133%	75%	61%	*	*	NA	NA
Youth placed in jobs through youth employment programs	1,343	1,127	1,188	*	*	NA	NA

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

Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	89%	90%	87%	85%	*	89%	85%
Letters responded to in 14 days (%)	86%	82%	81%	85%	*	81%	77%
Calls answered in 30 seconds (%)	79%	70%	70%	80%	*	73%	43%

Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 ¹	FY14 ¹	FY12	FY13
Expenditures (\$000,000) ²	\$3,052.0	\$3,259.1	\$3,424.9	\$3,061.6	\$3,061.6	\$3,118.6	\$1,049.5	\$1,056.8
Revenues (\$000,000)	\$2,859.2	\$2,999.5	\$3,025.1	\$2,984.3	\$2,984.3	\$3,057.2	\$1,045.7	\$947.3
Personnel	11,509	11,548	11,595	11,867	12,068	12,049	11,254	11,737
Overtime paid (\$000,000)	\$75.5	\$93.8	\$74.7	\$68.8	\$68.8	\$58.1	\$33.1	\$33.5
Capital commitments (\$000,000)	\$48.7	\$1.1	\$1.1	\$24.3	\$177.8	\$6.8	\$1.4	\$1.4

¹January 2013 Financial Plan *NA* - Not Available in this report
²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

Noteworthy Changes, Additions or Deletions

- Cecil R. House was appointed as NYCHA's General Manager in August 2012.
- NYCHA added the following indicators to this report: 'Annual Section 8 inspections,' 'Annual Section 8 recertifications,' 'Number of developments,' 'Number of buildings,' 'Crime rate (year to date),' 'Community centers' and 'Senior centers.'
- NYCHA deleted the following indicators from this report: 'Public housing apartments that are occupied or available for occupation,' 'Rent collection (%)', ' - Working families placed in public housing (%)', ' - Disabled persons placed in public housing (%)', 'Utilization of community centers (ages 6-12) (%)' and 'Utilization of community centers (ages 13-19) (%)'.

For additional performance statistics, please visit the website at: www.nyc.gov/mmr.

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

