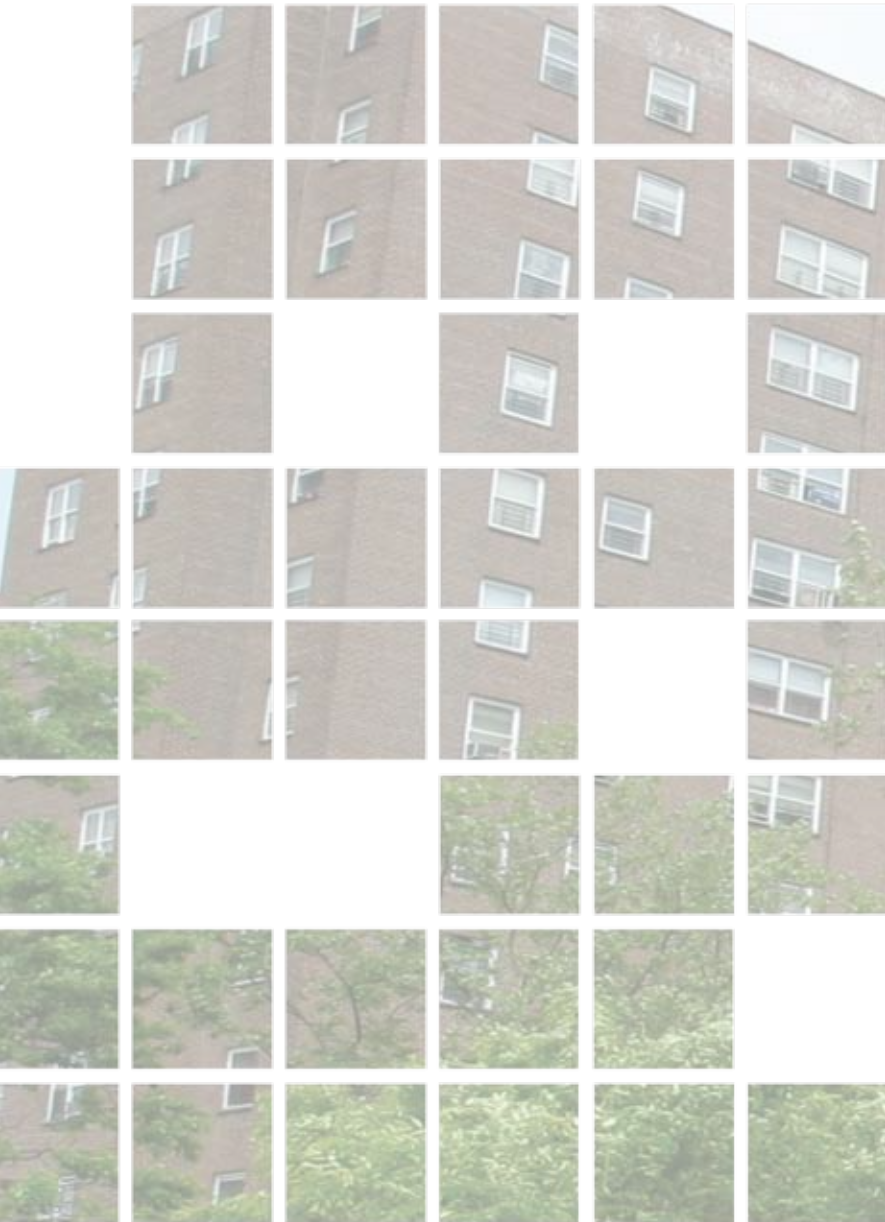


# PLAN NYCHA >>

A Roadmap For Preservation



**EXECUTIVE SUMMARY**



December  
**2011**

# A MESSAGE FROM MAYOR MICHAEL R. BLOOMBERG



Dear Friends:

New York City is proud to be the home of the country's oldest, largest, and best public housing system. Like most public housing authorities, NYCHA has faced extraordinary challenges over the past decade. However, thanks to Chairman John Rhea's energetic and innovative leadership, our Administration has continued to provide quality affordable housing for low- and moderate-income New Yorkers.

This mission is at the core of *Plan NYCHA*, an ambitious call to foster partnerships and maintain and improve NYCHA services. With both local and federal government budgets tight, nonprofit and private sector organizations can help public housing achieve fiscal stability and strengthen our communities. Through these efforts, we are confident we can increase economic opportunities and improve the quality of life for NYCHA's more than 600,000 residents.

Our Administration is committed to investing in public housing. Together with Chairman Rhea and NYCHA, we look forward to *Plan NYCHA* helping us deliver more of the affordable homes that hard-working New Yorkers deserve.

A handwritten signature of Michael R. Bloomberg in black ink.

Michael R. Bloomberg, Mayor

# A MESSAGE FROM NYCHA CHAIRMAN JOHN B. RHEA



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

On behalf of the Board of the New York City Housing Authority I am pleased to present you with *Plan NYCHA: A Roadmap for Preservation*. This ambitious plan is a call to action to preserve Public Housing for current and future generations of New Yorkers.

Throughout 2011, hundreds of people committed to preserving public housing joined together to develop critical plan imperatives that will be promoted over the next five years and beyond. Public housing residents, resident leaders including the Citywide Council of

Presidents, community advocates, and NYCHA employees—all have given of their time, experience, and expertise to ensure that we preserve this valuable resource.

Together we have accomplished so much to enhance our communities and support NYCHA's families. Our progress is significant, but our work is ongoing. As we move forward we will need the unwavering and broad-based support of multiple stakeholders to ensure that the transformative vision outlined in *Plan NYCHA* is realized.

Join us as we embark on this collaborative journey toward a stronger, more efficient and customer-focused New York City Housing Authority.

A handwritten signature of John B. Rhea in black ink.

John B. Rhea, Chairman



## EXECUTIVE SUMMARY

### ► A Call to Action to Preserve New York City Public Housing

*Plan NYCHA: A Roadmap for Preservation* is a call to action to ensure that public housing remains available for current and future generations of New Yorkers. Despite facing unprecedented challenges—from overwhelming funding shortages, to an aging and decaying housing stock in desperate need of repair, to a growing wait list of almost 161,000 families for public housing, and about 125,000 waiting for a Section 8 voucher—the New York City Housing Authority (NYCHA) is leading the charge to meet these obstacles head on. We need to overcome these challenges together; only through sustained, meaningful collaboration can we ensure that this invaluable resource will not be diminished. With recognition that a major transformation is needed both within the NYCHA organization and throughout the supporting environment, we are calling on all public housing stakeholders—residents, policymakers, advocates, NYCHA staff, and New Yorkers at large—to join the fight to preserve New York City public housing.

### ► Our Vision for the Future

Through a transparent and inclusive planning process, NYCHA has engaged thousands of staff, residents, and resident leaders, including the Citywide Council of Presidents; as well as partners across the City and country to solicit ideas and seek guidance, as we develop our ambitious roadmap for the future. As we move forward, NYCHA must:

- Evolve the model for public housing and rental assistance in New York City to make it financially, socially, and environmentally sustainable;
- Provide or enable better access to decent, safe, and affordable housing for current customers;
- Increase the number of New Yorkers we serve;
- Support positive outcomes for NYCHA residents and communities;
- Transform into a high-performing organization that excels at customer service.

This bold and transformative vision to preserve public housing for New York City will require NYCHA, along with all of its stakeholders, to work collaboratively and unceasingly.

**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.

## ► Strong Headwinds: Major Challenges Facing NYCHA

Recent years have brought unparalleled fiscal challenges for NYCHA, as we strive to preserve the 178,000 units of affordable housing and create new stock. In addition, we are now serving a broader population—seniors aging in place, individuals with disabilities and the chronic unemployed and underemployed—with needs that go well beyond housing. Major challenges facing NYCHA today include:

- *Unprecedented financial crisis.* Since 2002, NYCHA has received \$700 million less in operating subsidies than its federal funding formula requires. Similarly, despite an escalating need for funding to repair and

maintain apartments and buildings, NYCHA's capital subsidies have been cut by a third over the past decade. These crises have resulted in a structural operating deficit and a \$13 billion capital shortfall through 2015.

- *Families hanging in the balance.* With vacancy rates in New York City remaining at an all-time low, the most impacted are low- to moderate-income families. Nearly 161,000 families are on the waiting list for public housing, and approximately 125,000 families are on the waiting list for Section 8 housing.
- *Increasing reliance of NYCHA residents on a wide range of community and social service programs.* Our programs and services are often a lifeline to residents, especially children, teens, single parent households, seniors, and families in crisis; thousands of residents use these services that directly cost NYCHA more than \$75 million, only \$12 million of which is funded by grants. Rather than retreating from these challenges, NYCHA is tackling them creatively with new determination.

## ► Plan NYCHA: the Imperatives, the Challenges, the Plan and the Call to Action

*Plan NYCHA* was developed in a truly collaborative fashion—involving a wide range of participants from public housing residents and resident leadership (including the Citywide Council of Presidents) to community advocates and NYCHA employees. While *Plan NYCHA* will continuously evolve, it has **ten core critical imperatives** that NYCHA and its stakeholders will champion over the next five years and beyond. These imperatives are each accompanied by a specific plan, respective challenges and a *call to action* for the various public housing stakeholders.

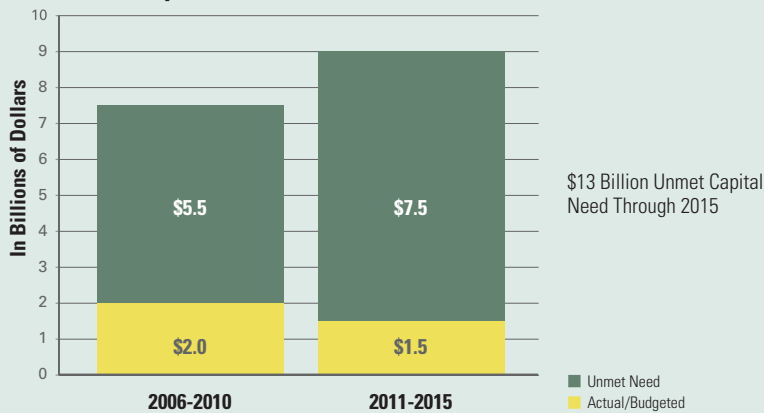
### 1. Preserve the public and affordable housing asset

NYCHA will clearly prioritize its capital needs, improve capital operations, and pursue creative public-private funding solutions to close the gap on unmet capital improvements.

### 2. Develop new mixed-use, mixed-income housing and resources

NYCHA will analyze financing options to develop new affordable housing as part of the Mayor's New Marketplace Housing Plan, and to create community and commercial facilities to serve residents and employ New Yorkers. NYCHA will also explore options for building mixed-income and market-rate housing, and for monetizing land and development rights to fund existing NYCHA capital needs.

Capital Funding well short of \$25 Billion  
2006 Physical Needs Assessment (PNA)



Approximately 70 percent of NYCHA's developments are 40 years old or older.



### 3. Ensure financial stability

NYCHA will diversify its government funding, increase earned revenue, and create new business-development capabilities and public-private partnerships to ensure a balanced budget.

### 4. Expedite maintenance and repairs

NYCHA will ensure that all units are in a state of good repair and that all future needed repairs are scheduled and completed in a timely manner.

### 5. Strengthen the frontline

NYCHA will become an efficient, high-productivity organization with a strong focus on serving all its properties. NYCHA will be capably staffed with an adequately resourced professional corps of frontline employees. NYCHA will incorporate the best practices from property management companies to provide excellent service and high-quality management throughout its portfolio.

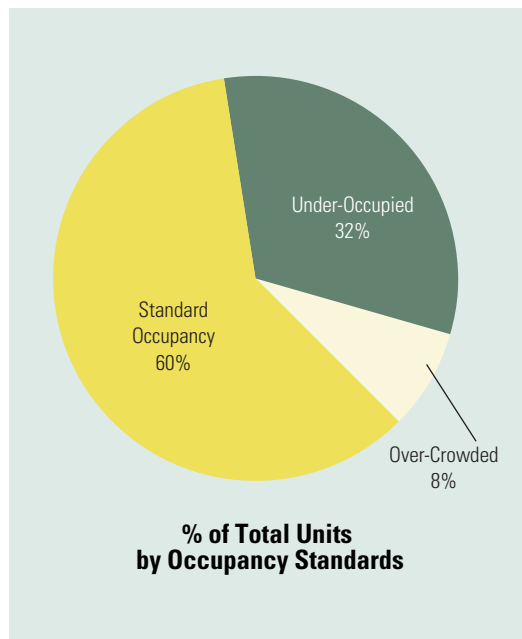
### 6. Improve safety and security

NYCHA will work with residents and law enforcement to create secure, healthy neighborhoods where residents, employees, and their visitors feel safe, both on NYCHA grounds and inside buildings.

### 7. Optimize apartment usage and ensure rental equity

NYCHA will transition families to housing units appropriate for their needs; maximize the number of families served by Section 8; phase in rent increases to households paying less than 30 percent of their income; and encourage higher-income families to transition out of public housing.

NYCHA has more than 55,000 under-occupied apartments



“The first things that come to mind when I hear the word NYCHA are community, affordable housing, outreach, involvement, and just helping people afford a place to live.”

Donovan Mendoza  
Walt Whitman  
Houses Resident



**8. Connect residents and communities to critical services**

NYCHA will seek funding from and collaborate with new and existing partners who offer high-quality and results-oriented programming, ensuring that residents receive the maximum benefit from critically-needed community and social services.

**9. Excel in customer service**

NYCHA must communicate more effectively with its customers in order to streamline service and meet their needs. NYCHA will become a customer-focused organization that strives to make each interaction a positive experience.

**10. Create a high-performing NYCHA**

As a high-performing organization, efficiency, operational excellence, and continuous improvement will be championed. Empowered employees will be capable of and held accountable for helping NYCHA achieve its goals, and NYCHA will celebrate and reward outstanding performance.

► **Conclusion and *Call to Action***

Despite today’s challenges, NYCHA’s original 1934 mission remains unwavering: *to increase opportunities for low- and moderate-income New Yorkers by providing safe, affordable housing and facilitating access to social and community services.* Over time, NYCHA’s ability to fulfill this mission has been stretched, and we are now being asked to do more than ever before. **We are rising to this new call of duty, but we cannot do it alone.**

We will succeed only through partnerships and new strategies to provide tailored support to our residents. We want to be flexible enough to deal with today’s realities of our more diverse customer needs, but not lose sight of our fundamental goals: to see families move on and not continue to need our services. But for those we do serve, we need broad-based support from all public housing stakeholders in government, in the non-profit community and in the private sector to maintain our commitment to our core mission. We are asking for your support. As laid out in this *Call to Action*, we are prepared to do our part, and we hope you will join us in this noble effort to support New York City’s families.

**To see the full report of *Plan NYCHA*, go to [www.plannycha.org](http://www.plannycha.org).**

We are calling on all public housing stakeholders to join the fight to preserve New York City public housing.

# ACKNOWLEDGMENTS

## BOARD MEMBERS

John B. Rhea, Chairman  
 Emily Youssouf, Vice Chair  
 Margarita López, Board Member  
 Victor A. Gonzalez, Board Member  
 Vilma Huertas, Secretary

## EXECUTIVE STAFF

Atefeh Riazi, Acting General Manager  
 Helen Morillo, Chief of Staff  
 Sonya Kaloyanides, General Counsel and Chief Ethics Officer  
 Natalie Rivers, First Deputy General Manager, Administration  
 Carlos Laboy-Diaz, Deputy General Manager, Operations  
 Sharon Myrie, Deputy General Manager, Community Programs and Development  
 Raymond Ribeiro, Deputy General Manager, Capital Projects  
 Andreas Spitzer, Acting Chief Financial Officer  
 Lynn Godfrey, Chief Communications Officer  
 Carlos Serrano, Assistant Deputy General Manager, Leased Housing  
 Brian Clarke, Assistant Deputy General Manager, Operations for Support Services  
 Deidra Gilliard, Assistant Deputy General Manager, Community Programs and Development  
 Debra-Ellen Glickstein, Chief Strategy and Program Development Officer  
 Celeste Morgan Glenn, Assistant Deputy General Manager, Capital Projects Administration  
 Farhan Syed, Assistant Deputy General Manager, Capital Projects Operations  
 Anne-Marie Flatley, Director, Research and Management Analysis  
 Brian Honan, Director, State and City Legislative Affairs  
 Celeste Thomas Segure, Director of Equal Opportunity  
 Jenna Lawrence, Deputy Director, Office of Strategic Planning, PLAN NYCHA Development

## PRODUCED BY

The NYCHA Department of Communications in collaboration with Amy Chester, Eric Deutsch, Tischelle George, Lynn Godfrey, Roger Kavanagh, Jenna Lawrence, Christian Nwachukwu, and Sheila Stainback

## PHOTOGRAPHY

Peter Mikoleski, NYCHA Senior Photographer  
 Leticia Barboza, NYCHA Photographer

## DESIGN AND LAYOUT

Vanguard Direct

# WE ARE ALL NYCHA.

**We are homes.** NYCHA provides or enables access to safe, stable, affordable housing for low- and moderate-income New Yorkers.

**We are communities.** Together NYCHA's facilities, employees, residents, and partners anchor neighborhoods throughout the city. NYCHA provides or enables access to programs and services that empower, increase opportunity, and enhance quality of life for residents and surrounding communities.

**We are a developer.** NYCHA increases the supply of affordable housing and community facilities, including schools, retail, community centers, and other resources.

**We are an employer.** NYCHA directly employs thousands of people with safe, meaningful, living-wage jobs that offer professional development and advancement opportunities. A large percentage of employees—25 percent—are also public housing and Section 8 residents.

**We are an economic engine.** NYCHA provides all of New York City with a unique competitive advantage by organizing and allocating resources to provide low-income families with the opportunity to achieve financial stability. In turn, these families actively contribute to the economic cycle of the communities where they live and work. The money that NYCHA pours into the economy through purchases of goods and services produces jobs far beyond what NYCHA provides as a direct employer.



250 Broadway, 12th Floor New York, NY 10007 • 212.306.3000  
[www.plannycha.org](http://www.plannycha.org) • [plan@nycha.nyc.gov](mailto:plan@nycha.nyc.gov)



Printed on paper containing 30% post-consumer material.