# New York City Housing Authority

John B. Rhea, Chairman

## Key Public Service Areas

- ✓ **Provide affordable housing for low- and moderate-income New York City residents.**
- ✓ **Provide a safe and clean living environment for public housing residents.**
- ✓ **Provide access to social services and job training initiatives.**

## Scope of Agency Operations

The New York City Housing Authority (NYCHA) provides affordable housing to nearly 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 95,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 70 NYCHA-operated community centers and 38 NYCHA-operated senior centers and a variety of programs. There are also 63 community centers and 88 senior centers in NYCHA's developments operated by sponsor agencies and organizations.

## Critical Objectives

- Optimize access to affordable housing in public housing developments to income-eligible families.
- Increase access to affordable housing in privately owned units through the distribution of federal rent subsidies (Section 8 vouchers) to income-eligible families.
- Complete maintenance service requests and quality repair work on schedule.
- Reduce crime through security initiatives and collaboration with the New York City Police Department.
- Operate and monitor community and senior citizen center programs.
- Assess residents' social service needs and refer them to appropriate services.
- Increase the number of residents who get jobs through NYCHA sponsored programs.

## Preliminary Performance Highlights

- The average turnaround days to re-occupy vacant apartments increased by 29 percent during the first four months of Fiscal 2012 to 39.7 days, compared to 30.8 days for the same period in Fiscal 2011. The implementation of the NYCHA Improving the Customer Experience (NICE) system has delayed the application and development outreach activities that NYCHA typically performs to ensure an adequate level of coverage for vacant apartments. The Authority is addressing issues associated with NICE and closely monitoring the turnaround time.
- The average time to prepare vacant apartments has decreased by 5 percent in Fiscal 2012 to 31 days from 32.5 in Fiscal 2011. The indicator was above the target of 20 days but NYCHA carefully monitors this indicator to ensure that the timely completion of work orders related to the move out and apartment preparation process.
- The number of applicants placed through Section 8 vouchers was 216, 5 percent fewer than the 227 placement during the prior period. The utilization rate for vouchers decreased by 3 percentage points during the first four months of Fiscal 2012 to 96.4 percent. The number of Section 8 occupied units declined 2 percent, from 97,267 in Fiscal 2011 to 95,132 in Fiscal 2012. Due to lack of additional funding from HUD, NYCHA did not issue any new vouchers in 2011 with the exception of the Veterans Affairs Supportive Housing (VASH) program, which provides voucher assistance to homeless veterans.
- The number of applicants placed in public housing decreased by 4 percent during the first four months of Fiscal 2012 to 1,836 compared to 1,919 in the prior period.
- Fewer active projects in construction were on schedule, as the on-time rate declined 4 percentage points from 82.0 percent to 77.8 percent in Fiscal 2012. Delays are attributed to unanticipated field conditions that created additional work on several of NYCHA's brick and roof projects. The percentage of active projects on schedule increased 4 percentage points from 33.6 percent to 37.3 percent primarily due to improvement in adhering to the design and procurement phase schedules. The projects

were mainly heating projects including boiler replacements and underground steam mains, and CCTV.

- The average time to resolve non-emergency service requests decreased by 12 percent from 31.9 days during the first four months of Fiscal 2011 to 28.1 days during the same period in Fiscal 2012. The average time to resolve emergency service requests decreased by 56 percent from 23.6 hours during the first four months of Fiscal 2011 to 10.4 hours during the same period in Fiscal 2012. It was below the target of 24 hours. This improvement in the time to resolve both emergencies and non-emergencies is the result of NYCHA's careful monitoring of the work orders as well as initiatives such as the use of the Work Order Task Force at some of the developments with a large number of open work orders and the consolidation of related service requests.
- The average time to resolve heat service requests increased by 8.6 percent from 9.8 hours during the first four months of Fiscal 2011 to 10.6 hours during the same period in Fiscal 2012. The increase in the time to complete heat tickets was due to a larger volume of heat service requests at some developments which had to be addressed with limited resources. NYCHA continues to closely monitor the handling of heat tickets and the completion time remains well under the target of 24 hours.
- The average time to resolve elevator outages decreased by 28 percent from 7.1 hours during the first four months of Fiscal 2011 to 5.1 hours during the same period in Fiscal 2012. The average number of elevator outages per car decreased by 6 percent from 1.21 outages per car during the first four months of Fiscal 2011 to 1.14 outages per car during the same period in Fiscal 2012. The elevator uptime was 99.4 percent for the first four months of Fiscal 2012 and exceeded the target of 97 percent. The number of elevator related injuries was down 64 percent from 14 to 5. The improvement in elevator performance can be attributed to NYCHA's Elevator Service and Safety Plan which was launched in 2009 and included modernization plans for over one thousand NYCHA elevators, as well as increased budget and staff for elevator operations. In addition, a new work order management system continues to bring greater visibility of issues affecting elevators and in turn, has improved the ability of staff to prioritize and respond to outages.
- The average daily attendance by the 6-12 age group at community centers decreased by 4 percent during the first four months of Fiscal 2012 to 2,502, compared to 2,607 during the same period in Fiscal 2011. The average daily attendance by the 13-19 age group decreased by 2 percent in Fiscal 2012 to 1,036 compared to 1,053 in Fiscal 2011. The main factor of the decrease in daily attendance at the community centers is a shortage of staff coupled with restrictive participant-to-staff ratios mandated by the Department of Health and Mental Hygiene (DOHMH).
- The initial Social Services tenant contacts conducted within five days increased by 8 percentage points during the first four months of Fiscal 2012, from 77 percent to 85 percent. This improvement reflects improved monitoring implemented by supervisors and staff using a variety of methods to contact tenants. Ongoing training focuses on engagement techniques.
- The referrals to supportive services rendered to senior residents increased by 6 percent during the first four months of Fiscal 2012 to 30,813 compared to 29,065 for the same period in Fiscal 2011. This increase reflects the use of improved monitoring techniques by supervisors who are working more closely with staff to capture and report supportive services provided.
- NYCHA's Emergency Transfer Program is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims. The program provides clients with case management and confidential relocation services to other NYCHA developments. The number of residents approved for the Emergency Transfer Program increased slightly during the first four months in Fiscal 2012 to 333 from 328. The emergency transfer program disposition time improved 6 percent from 40.71 days in Fiscal 2011 to 38.29 days in Fiscal 2012. Case examiners assist residents to obtain the documents required to substantiate their transfer request and to expedite case approvals. NYCHA continues outreach efforts to residents about the documents required to expedite their cases.
- The resident job placements decreased slightly in Fiscal 2012, from 624 to 610. This indicator includes the number of residents placed by Resident Employment Services (RES) and Human Resources. The 2 percent decrease is due to a 7 percent decrease in HR placements from 375 to 347 and a 6 percent increase in RES placements from 249 to 263. The decrease in HR placements is mainly due to fewer positions being available in Fiscal 2012 as a result of budget cuts. Resident Employment Services has continued to increase its placements mainly through NYCHA contractors (Section 3) and the launch of the NYCHA Resident Training Academy (NRTA).

## Performance Report

✓ **Provide affordable housing for low- and moderate-income New York City residents.**

| | Actual | | | Target | | | |
|---|---|---|---|---|---|---|---|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| *Performance Statistics* | FY09 | FY10 | FY11 | FY12 | FY13 | FY11 | FY12 |
| ★ *Number of apartments (000)* | 179 | 178 | 179 | * | * | 179 | 179 |
| ★ *Occupancy rate (%)* | 99.3% | 99.5% | 99.4% | * | * | 99.4% | 99.2% |
| ★ *Average turnaround days for vacant apartments* | 43.9 | 36.5 | 35.2 | * | * | 30.8 | 39.7 |
| *Average time to prepare vacant apartments (days)* | 30.2 | 39.4 | 30.9 | 20.0 | 20.0 | 32.5 | 31.0 |
| ★ *Public housing apartments that are occupied or available for occupation* | 176,428 | 177,068 | 177,711 | * | * | 177,496 | 177,784 |
| ★ *Rent collection (%)* | 99.0% | 98.7% | 99.0% | * | * | NA | NA |
| *Management cost per dwelling unit ($)* | $795 | $826 | $858 | $856 | $856 | $813 | $858 |
| ★ *Section 8 Occupied Units (Certificates and Vouchers)* | 95,501 | 100,570 | 95,898 | * | * | 97,267 | 95,132 |
| *Working families residing in public housing (cumulative) (%)* | 46.2% | 47.2% | 46.7% | * | * | NA | NA |
| *Applicants placed in public housing* | 5,744 | 5,554 | 5,650 | * | * | 1,919 | 1,836 |
| *- Working families placed in public housing (%)* | 64.1% | 68.5% | 69.2% | 50.0% | 50.0% | 68.8% | 68.0% |
| *- Disabled persons placed in public housing (%)* | 26.4% | 24.1% | 22.4% | * | * | 22.4% | 23.8% |
| *Families on Section 8 waiting list (000)* | 128 | 125 | NA | * | * | 124 | 124 |
| *Utilization rate for Section 8 vouchers (%)* | 94.0% | 101.0% | 98.3% | 97.0% | 97.0% | 99.7% | 96.4% |
| *Applicants placed through Section 8 vouchers* | 12,313 | 7,523 | NA | * | * | 227 | 216 |
| ★ *Percentage of active capital projects in construction phase on schedule* | 79.6% | 87.4% | 71.6% | * | * | 82.0% | 77.8% |
| ★ *Percentage of active capital projects on schedule* | 39.2% | 38.7% | 27.5% | * | * | 33.6% | 37.3% |

★ *Critical Indicator* *"**NA**" - means Not Available in this report*

✓ **Provide a safe and clean living environment for public housing residents.**

| | Actual | | | Target | | | |
|---|---|---|---|---|---|---|---|
| | | | | Updated | | 4-Month Actual | 4-Month Actual |
| *Performance Statistics* | FY09 | FY10 | FY11 | FY12 | FY13 | FY11 | FY12 |
| ★ *Average time to resolve nonemergency service requests (days)* | 5.1 | NA | 29.0 | 25.0 | 25.0 | 31.9 | 28.1 |
| ★ *Average time to resolve emergency service requests (hours)* | NA | NA | 18.3 | 24.0 | 24.0 | 23.6 | 10.4 |
| *Average time to resolve heat service requests (hours)* | 7.4 | NA | 12.9 | 24.0 | 24.0 | 9.8 | 10.6 |
| ★ *Average time to resolve elevator outages (hours)* | 11.4 | 13.1 | 5.2 | 10.0 | 10.0 | 7.0 | 5.1 |
| *Annual HUD Assessment rating* | 83.0 | NA | NA | * | * | NA | NA |
| ★ *Major felony crimes in public housing developments* | 4,275 | 4,090 | 4,406 | * | * | 1,514 | 1,556 |
| *Elevator service uptime* | 98.1% | 97.9% | 99.2% | 97.0% | 97.0% | 98.8% | 99.4% |
| ★ *Average outage per elevator per month* | 1.12 | 1.15 | 1.08 | * | * | 1.21 | 1.14 |
| *Percent of elevator outages due to vandalism* | 29.7% | 29.9% | 31.8% | * | * | 28.5% | 33.5% |
| ★ *Number of alleged elevator injuries reported to DOB* | 33.0 | 30.0 | 24.0 | * | * | 14.0 | 5.0 |
| *Number of elevator related fatalities* | 1 | 0 | 0 | * | * | 0 | 0 |

★ *Critical Indicator* *"**NA**" - means Not Available in this report*

✓ **Provide access to job training initiatives and social services.**

| Performance Statistics | Actual FY09 | Actual FY10 | Actual FY11 | Target Updated FY12 | Target Updated FY13 | 4-Month Actual FY11 | 4-Month Actual FY12 |
|---|---|---|---|---|---|---|---|
| *Utilization of community centers (ages 6-12) %* | 115.8% | 173.3% | 185.0% | 85.0% | 85.0% | 138.6% | 130.5% |
| ★ *Average daily attendance in community centers ages 6-12* | 2,822 | 2,402 | 2,800 | * | * | 2,607 | 2,502 |
| *Utilization of community centers (ages 13-19) %* | 117.3% | 148.7% | 151.1% | 85.0% | 85.0% | 135.8% | 135.9% |
| ★ *Average daily attendance in community centers ages 13-19* | 2,314 | 1,616 | 1,720 | * | * | 1,053 | 1,036 |
| *Utilization of senior centers (%)* | 127.1% | 155.9% | 156.0% | 85.0% | 85.0% | 155.8% | 169.4% |
| *Initial social service tenant contacts conducted within five days of referral (%)* | 82% | 78% | 76% | * | * | 77% | 85% |
| *Residents approved for the Emergency Transfer Program* | 793 | 850 | 859 | * | * | 328 | 333 |
| ★ *Emergency Transfer Program disposition time* | 41.44 | 40.34 | 39.76 | * | * | 40.71 | 38.29 |
| *Referrals to supportive social services rendered to senior residents* | 161,465 | 96,247 | 95,299 | * | * | 29,065 | 30,813 |
| *Job training programs - ratio of job placements to program graduates (current period)* | 83% | 133% | 75% | * | * | NA | NA |
| ★ *Residents job placements* | 1,223 | 1,519 | 2,090 | * | * | 624 | 610 |
| *Youth placed in jobs through youth employment programs* | 2,029 | 1,343 | 1,127 | * | * | NA | NA |

★ *Critical Indicator* *"**NA**" - means Not Available in this report*

## Agency Customer Service

The New York City Housing Authority provides service to its customers through its call centers, walk-in facilities, website and correspondence.

| Indicator | NYCHA Jul-Oct FY11 | Citywide Jul-Oct FY11 | NYCHA Jul-Oct FY12 | Citywide Jul-Oct FY12 | NYCHA Change Jul-Oct FY11 to FY12 | Citywide Change Jul-Oct FY11 to FY12 |
|---|---|---|---|---|---|---|
| *Average call wait time (min:sec)* | 0:46 | 1:38 | 0:56 | 1:47 | 22% | 10% |
| *Average response time for email correspondence (days)* | 8 | 5 | 8 | 8 | 0% | 60% |
| *Average response time for letters/mail correspondence (days)* | 11 | 11 | 11 | 9 | 0% | -18% |
| *Number of 311 inquiries (to MMR agencies)* | 42,505 | 2,467,532 | 30,444 | 2,245,344 | -28% | -9% |

## 311 Customer Service Center Inquiries

| Top NYCHA-related Inquiries | Total Jul-Oct FY11 | % of NYCHA Inquiries in Jul-Oct FY11 | Rank in # of Calls in Jul-Oct FY11 | Total Jul-Oct FY12 | % of NYCHA Inquiries in Jul-Oct FY12 | Rank in # of Calls in Jul-Oct FY12 |
|---|---|---|---|---|---|---|
| *Public Housing Maintenance* | 10,537 | 25% | 1 | 7,252 | 24% | 1 |
| *Public Housing Application Information and Assistance* | 5,039 | 12% | 2 | 4,391 | 14% | 2 |
| *Public Housing Assistance Status - All Boroughs* | 5,036 | 12% | 3 | 3,896 | 13% | 3 |
| *NYCHA Section 8 Program Cuts* | 3,008 | 7% | 4 | 2,757 | 9% | 4 |
| *NYCHA Section 8 - Voucher Holder Information* | NA | NA | NA | 2,206 | 7% | 5 |

## Agency Resources

| Agency Resources | Actual FY09 | Actual FY10 | Actual FY11 | September 2011 MMR FY12 | Updated FY12[1] | FY13[1] | 4-Month Actual FY11 | 4-Month Actual FY12 |
|---|---|---|---|---|---|---|---|---|
| *Expenditures ($ millions)*[2] | $2,971.8 | $3,052.0 | $3,259.1 | $3,058.7 | $3,058.7 | $3,047.6 | $1,023.2 | $1,049.5 |
| *Revenues ($ millions)* | $2,567.5 | $2,859.2 | $2,999.5 | $3,058.7 | $3,058.7 | $2,990.3 | $976.0 | $1,045.7 |
| *Personnel* | 11,553 | 11,509 | 11,548 | 12,113 | 12,113 | 12,132 | 11,408 | 11,254 |
| *Overtime paid ($000)*[3] | $53,108 | $75,466 | $93,826 | * | * | * | $28,801 | $33,118 |
| *Capital commitments ($ millions)* | $36.9 | $48.7 | $1.1 | $6.6 | $108.7 | $24.2 | $0.7 | $1.4 |

[1] *January 2012 Financial Plan* ***"NA"*** *- Not Available in this report*

[2] *Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.*

[3] *Overtime paid for NYCHA now includes the total overtime paid, not just unscheduled overtime.*

## Noteworthy Changes, Additions or Deletions

- NYCHA increased its performance target for the completion of non-emergency work orders from 15 days to 25 days to be consistent with US Department of Housing and Urban Development (HUD) reporting requirements.

For more information please visit the website at: www.nyc.gov/nycha