



NEW YORK CITY HOUSING AUTHORITY

John B. Rhea, Chairman

What We Do

The New York City Housing Authority (NYCHA) provides affordable housing to nearly 403,000 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 nearly 92,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 68 community centers, 37 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.

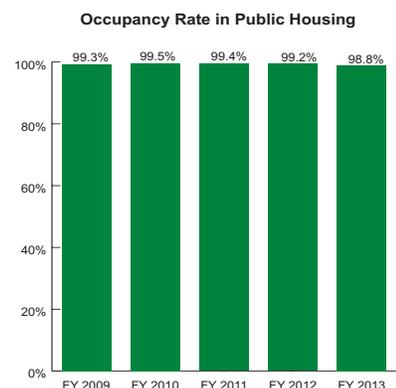
- Goal 3a: Connect all residents to critical services in their communities.
- Goal 3b: Reduce unemployment among NYCHA tenants.

How We Performed in Fiscal 2013

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.

The number of applicants placed in public housing decreased 30 percent to 4,233 in Fiscal 2013 in compared to 6,013 in Fiscal 2012. The primary reasons for the reduction of applicant placements in public housing are related to the holding of apartments for residents and non-public housing residents impacted by Hurricane Sandy, NYCHA's efforts to offer appropriate sized apartments to existing residents and increased preparation time. Storm effects also impacted the occupancy rate.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Apartments vacated	5.0%	4.5%	4.6%	5.0%	4.5%	*	*	Neutral	Neutral
★Occupancy rate (%)	99.3%	99.5%	99.4%	99.2%	98.8%	*	99.2%	Up	Neutral
Applicants placed in public housing	5,744	5,554	5,650	6,012	4,233	*	*	Up	Down
Working families residing in public housing (cumulative) (%)	46.2%	47.2%	46.7%	48.0%	47.8%	*	*	Up	Neutral

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

NYCHA placed more applicants through Section 8 vouchers while the number of available Section 8 units decreased. NYCHA continues to utilize 100 percent of the funding allocated for the Section 8 vouchers. The number of applicants placed through Section 8 vouchers more than doubled in Fiscal 2013 (933) compared to Fiscal 2012 (421) due to new rentals from the transfer of applicants to the NYCHA-administered program from the Department of Housing Preservation and Development (HPD) Home Program. However, the number of Section 8 occupied units and the Section 8 voucher utilization rate declined slightly from Fiscal 2012 to 2013. The decreases in the number of vouchers and the utilization rate are a result of reduced US Department of Housing and Urban Development (HUD) funding. The percent of annual Section 8 inspections completed decreased five percent in Fiscal 2013 to 84.4 percent compared to 89.2 percent in Fiscal 2012 due to an increase in the number of units requiring re-inspections. The percentage of annual Section 8 recertifications completed increased by 5 percent in Fiscal 2013 (91.2 percent) compared to Fiscal 2012 (86.4 percent) as result of increased productivity from Leased Housing staff and improved data system reliability for the Section 8 program.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Families on Section 8 waiting list (000)	128	125	NA	124	123	*	*	Down	NA
★Utilization rate for Section 8 vouchers (%)	94.0%	101.0%	98.3%	95.3%	93.9%	97.0%	97.0%	Up	Neutral
★Section 8 Occupied Units (certificates and vouchers)	95,501	100,570	95,898	93,789	91,892	*	93,789	Up	Neutral
Annual Section 8 inspections	97.51%	97.73%	NA	89.18%	84.36%	*	*	Up	NA
Annual Section 8 recertifications	98.93%	96.87%	NA	86.36%	91.24%	*	*	Up	NA
Applicants placed through Section 8 vouchers	12,313	7,523	NA	421	933	*	*	Up	NA

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

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

As part of Mayor Bloomberg's New Housing Marketplace Plan to produce 165,000 units of affordable housing by the end of 2014, NYCHA is providing properties for 6,000 units through collaboration with the New York City Department of Housing Preservation and Development (HPD). Since 2003, NYCHA has completed 2,304 units, 265 units are under construction, and approximately 2,468 units in pre-development for a total of 5,037 units. An additional 3,200 market rate units and 800 affordable units have been identified and planned for development through request for proposals to be issued in Calendar 2013. By the end of Calendar 2013, parcels formerly owned by NYCHA will feature approximately 344 new affordable units in the Bronx, a new school and 89 new housing units in Manhattan, and 80 units of affordable senior housing in Staten Island.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★Apartments (000)	179	178	179	179	179	*	*	Neutral	Neutral
Number of developments	336	334	334	334	334	*	*	Neutral	Neutral
Number of buildings	2,607	2,604	2,597	2,597	2,585	*	*	Neutral	Neutral

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

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

Apartments took longer to prepare for re-leasing during Fiscal 2013. Preparation work was put on hold while NYCHA held vacant apartments for residents and non-public housing residents impacted by Hurricane Sandy. Since preparation time begins when an apartment is vacated, the work hold impacted preparation time for these apartments. The average time to prepare vacant apartments increased by 24 percent in Fiscal 2013 (39.6 days) compared to Fiscal 2012 (31.8 days) and was above the target of 30 days. As part of the Maintenance and Repair Backlog Action Plan, NYCHA is reviewing and making adjustments to the management of work orders and will continue to monitor this indicator. Accordingly, the average turnaround time to re-occupy vacant apartments was impacted. Turnaround time increased 51 percent in Fiscal 2013 (60.3 days) compared to Fiscal 2012 (40 days). Turnaround time for Section 8 apartments, which do not have as many referrals as public housing, is generally longer and contributed to the increased turnaround time. NYCHA has increased its Fiscal 2014 targets for these indicators to account for the backlog of apartments awaiting preparation.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average time to prepare vacant apartments (days)	30.2	39.4	30.9	31.8	39.6	20.0	30.0	Down	Up
★ Average turnaround days for vacant apartments	43.9	36.5	35.2	40.0	60.3	*	40.0	Down	Up
Public housing apartments that are occupied or available for occupation	176,428	177,068	177,711	178,062	177,811	*	*	Neutral	Neutral

★ 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.

NYCHA's Capital Projects Department's focus was diverted to address the rebuilding needs following Hurricane Sandy, placing current construction projects on hold. The percentage of active projects in construction on schedule decreased 21 percent from 91.1 percent in Fiscal 2012 to 70.2 percent in Fiscal 2013. Similarly, the percentage of all active projects on schedule decreased five percent from 29.1 percent in Fiscal 2012 to 24.3 percent in Fiscal 2013.

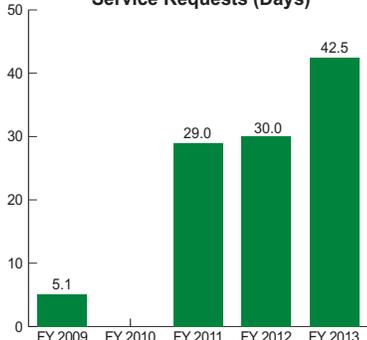
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Active capital projects on schedule (%)	39.2%	38.7%	27.5%	29.1%	24.3%	*	29.1%	Up	Down
★ Active capital projects in construction phase on schedule (%)	79.6%	87.4%	71.6%	91.1%	70.2%	*	91.1%	Up	Neutral

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Goal 2b: Expedite maintenance and repairs.

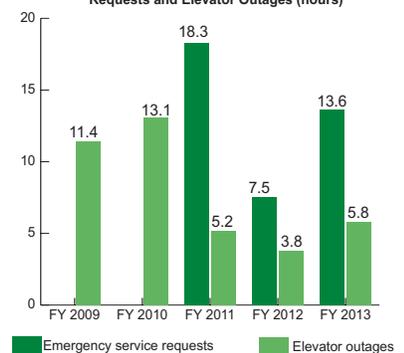
Under the leadership of the new general manager, NYCHA has embarked on the Maintenance and Repair Backlog Action Plan to reduce the work order backlog. As of September 1, 2013, NYCHA reduced the number of open work orders by 55 percent from a peak of about 423,000 to approximately 190,000. NYCHA continues to improve its accountability and efficiency in responding to work order requests.

Average Time to Resolve Non-Emergency Service Requests (Days)



The residual impact of Hurricane Sandy, work prioritization and regulatory requirements impacted NYCHA's ability to respond to service requests in a timely fashion. During Fiscal 2013, response times for emergency service requests increased while remaining within targeted levels. The average time to resolve emergency service requests, which includes heat service requests, increased by 82 percent from 7.5 hours in Fiscal 2012 to 13.6 hours in Fiscal 2013. The average time to resolve non-emergency service requests increased 42 percent from 30 days in Fiscal 2012 to 42.5 days in Fiscal 2013.

Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)



NYCHA prioritizes responses to elevator outages in buildings without elevator service and responds to buildings with any elevators in service as resources are available, by the next business day. NYCHA does not keep staff on overtime to restore service to cars in buildings that have some elevator service, which reduces overtime expenditures and increases the time to restore service. The average time to resolve elevator outages increased 52 percent from 3.8 hours in Fiscal 2012 to 5.8 hours in Fiscal 2013 but is still below the target of 10 hours. While the time to restore elevator service was longer this period, NYCHA experienced fewer outages. The average number of elevator outages per car was down four percent from 1.01 outages per car to 0.97 during the same period. Elevator uptime was 99.2 percent and exceeded the target of 97 percent. The number of elevator related injuries increased 23 percent from 13 to 16.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average time to resolve emergency service requests (hours)	NA	NA	18.3	7.5	13.6	24.0	24.0	Down	NA
★ Average time to resolve nonemergency service requests (days)	5.1	NA	29.0	30.0	42.5	15.0	15.0	Down	NA
★ Average time to resolve heat service requests (hours)	7.4	NA	12.9	11.9	19.8	24.0	24.0	Down	NA
★ Average time to resolve elevator outages (hours)	11.4	13.1	5.2	3.8	5.8	10.0	10.0	Down	Down
Annual HUD Assessment rating	83.0	79.0	80.0	NA	NA	*	*	Up	NA
★ Average outage per elevator per month	1.12	1.15	1.08	1.01	0.97	*	1.01	Down	Down
★ Elevator service uptime	98.1%	97.9%	99.2%	99.4%	99.2%	97.0%	97.0%	Up	Neutral
Elevator outages due to vandalism (%)	29.7%	29.9%	31.8%	34.8%	34.8%	*	*	Neutral	Up
★ Alleged elevator injuries reported to DOB	33.0	30.0	24.0	13.0	16.0	*	↓	Down	Down
Management cost per dwelling unit (\$)	\$795	\$826	\$858	\$885	\$1,012	\$867	\$875	Neutral	Up

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

Goal 2c: Improve safety and security.

NYCHA continues to partner with the New York Police Department and other law enforcement agencies to maximize resident safety. NYCHA and its partners engage with residents on safety issues and work with residents to identify and fund new security measures such as CCTV. However, the year to date crime rate increased three percent from 5.8 in Fiscal 2012 to 6.0 in Fiscal 2013 the highest level in five years.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Crime Rate Year To Date	4.5	4.9	5.4	5.8	6.0	*	*	Down	Up
★ Major felony crimes in public housing developments	4,275	4,090	4,406	4,771	5,018	*	↓	Down	Up

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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.

To focus more clearly on its core mission, NYCHA continues to shift community center operations to its partner organizations. The Department of Youth and Community Development now manages 25 programs for the 6-12 year olds at sites formerly operated by NYCHA. Storm damage resulted in the temporary closure of nine community centers, reducing capacity, attendance and utilization in the system. The average daily attendance for the 6-12 age group at NYCHA-run community centers decreased 19 percent in Fiscal 2013 (1,980) compared to Fiscal 2012 (2,447) and the average daily attendance for the 13-19 age group decreased by 11 percent from 1,618 to 1,437 during the same period. Similarly, the utilization of senior centers decreased 23 percent from 157 percent in Fiscal 2012 to 133.5 percent in Fiscal 2013.

NYCHA supervisors are using improved monitoring techniques to ensure that staff is capturing and reporting services provided to residents, including reassigning staff from other areas as necessary to ensure that services are provided to residents. The referrals to supportive services rendered to senior residents increased slightly (two percent) in Fiscal 2013 (96,548) compared to the same period in Fiscal 2012 (94,665). Family Services home visits are often rescheduled due to unforeseen emergencies, and completing scheduled appointments and coordinating third party referrals continues to be a challenge. The initial Social Services tenant contacts conducted within five days decreased 12 percent in Fiscal 2013 (64 percent) compared to Fiscal 2012 (76 percent). Storm response diverted staff to affected areas and impacted NYCHA's ability to consistently monitor and coordinate staff efforts to meet the 5-day standard.

NYCHA's Emergency Transfer Program is available to at-risk NYCHA residents by providing case management and confidential relocation services to another NYCHA development. Program staff continued to educate residents on obtaining the appropriate documents needed to expedite case approvals, which increased the workload of complete applications for review. Staff shortages related to storm response and medical leave impacted application processing times. The number of residents approved for the Emergency Transfer Program increased 10 percent in Fiscal 2013 (937) compared to Fiscal 2012 (849). The Emergency Transfer Program disposition time was up 23 percent from 44.2 days in Fiscal 2012 to 54.3 days in Fiscal 2013.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Residents approved for the Emergency Transfer Program	793	850	859	849	937	*	*	Neutral	Up
★ Emergency Transfer Program disposition time	41.44	40.34	39.76	44.18	54.25	45.00	45.00	Down	Up
★ Average daily attendance in community centers ages 6-12	2,822	2,402	2,800	2,447	1,980	*	2,447	Up	Down
★ Average daily attendance in community centers ages 13-19	2,314	1,616	1,720	1,618	1,437	*	1,618	Up	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	82%	78%	76%	76%	64%	*	76%	Up	Down
Referrals to supportive social services rendered to senior residents	161,465	96,247	95,299	94,665	96,548	*	*	Up	Down
Community centers	68	67	70	70	68	*	*	Neutral	Neutral
Senior centers	40	40	38	38	37	*	*	Neutral	Neutral
Utilization of senior centers (%) ages 60+	127.1%	155.9%	156.0%	157.0%	133.5%	85.0%	85.0%	Up	Neutral

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Goal 3b: Reduce unemployment among NYCHA tenants.

The percent of job placements for program graduates of job training programs was up from 61 percent in Fiscal 2012 to 91 percent in Fiscal 2013. The Department's focus on the NYCHA Resident Training Academy (NRTA) and Green City Force increased job placements by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES), while total placements declined slightly. REES manages the NRTA and has a long standing partnership in place with Green City Force, which is a service corps that prepares NYCHA residents between the ages of 18 to 24 for careers in environmental sustainability-related fields. It works to improve outreach and pre-screening methods for both programs to best match candidates with career planning and employment opportunities. Total resident job placements decreased slightly in Fiscal 2013 to 1,567. The number of job placements facilitated through REES increased 27 percent from 744 to 945. Sequestration-related reductions impacted the number of placements, including youth job placements, which decreased 49 percent in Fiscal 2013. Youth job placements were also affected by a decrease in the number of Summer Youth Employment Program (SYEP) slots NYCHA was awarded in Fiscal 2013. DYCD awarded NYCHA 450 positions compared to 835 in Fiscal 2012.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Residents job placements	1,223	1,519	2,090	1,593	1,567	*	1,593	Up	Up
Job training programs - ratio of job placements to program graduates (current period)	83%	133%	75%	61%	91%	*	*	Up	Down
Youth placed in jobs through youth employment programs	2,029	1,343	1,127	1,188	607	*	*	Up	Down

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Agency Customer Service

The timeliness of NYCHA's response to correspondence declined from Fiscal 2012 to Fiscal 2013, although the e-mail response rate approached the target of 85 percent. Wait time for telephone inquiries increased, but NYCHA continues to improve wait times for walk-in customers, which beat the target for the second consecutive year.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	93	89	90	87	86	85	85	Neutral
Letters responded to in 14 days (%)	90	86	82	81	74	85	85	Down
Calls answered in 30 seconds (%)	46	79	70	70	65	80	80	Up
Average customer in-person wait time (minutes)	19	29	20	18	16	20	20	Down
Completed customer requests for interpretation	28,384	81,431	121,980	134,069	150,619	NA	NA	Up
CORE customer experience rating (0-100)	NA	90	93	90	87	90	90	NA
Customers rating service good or better (%) (As applicable)	NA	NA	NA	71	66	71	71	NA

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$2,971.8	\$3,052.0	\$3,259.1	\$3,424.9	\$3,348.8	\$3,061.6	\$3,139.5	Up
Revenues (\$000,000)	\$2,567.5	\$2,859.2	\$2,999.5	\$3,025.1	\$2,932.4	\$2,984.3	\$3,139.8	Up
Personnel	11,553	11,509	11,548	11,595	11,579	12,068	11,973	Neutral
Overtime paid (\$000,000)	\$53.1	\$75.5	\$93.8	\$74.7	\$95.3	\$68.8	\$58.9	Up
Capital commitments (\$000,000)	\$36.9	\$48.7	\$1.1	\$1.1	\$30.6	\$177.8	\$7.3	Down

¹Authorized Budget Level ²Expenditures include all funds. "NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

- Cecil R. House was appointed as NYCHA's general manager in August 2012.
- The target for average time to prepare vacant apartments was changed from 20 to 30 days and the target for the average turnaround days for vacant apartments was changed from 30 to 40 days.

For additional agency performance statistics, please visit:

- Fact Sheet:
<http://www.nyc.gov/html/nycha/html/about/factsheet.shtml>

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