

NEW YORK CITY HOUSING AUTHORITY

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WHAT WE DO

The New York City Housing Authority (NYCHA), also referred to as the Authority provides affordable housing to 525,891 authorized residents in 177,569 apartments within 335 housing developments and units leased through the Permanent Affordability Commitment Together (PACT) program. NYCHA serves 322,161 authorized residents in 159,546 apartments within 273 housing developments through the conventional public housing program (Section 9) and 33,899 authorized residents in 18,023 units within 62 developments that were converted to PACT. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to 98,618 families to locate and rent units. In addition, NYCHA facilitates access to social services through a variety of programs.

NYCHA is at a pivotal moment in its nearly 90-year history. NYCHA developments, the majority of which are more than a half century old, need more than \$78.3 billion in investments to be brought into a state of good repair, the result of decades of government disinvestment. Recognizing the tremendous needs of NYCHA's portfolio, and following extensive advocacy from the City, New York State passed legislation to establish the Public Housing Preservation Trust, which has the potential to dramatically improve residents' quality of life while preserving rights and protections, allowing for up to 25,000 units to be converted under the current cap. As a hallmark of the legislation, residents of developments undertaking a vote will have an opportunity to choose from three options: move forward with the Trust, select the Permanent Affordability Commitment Together (PACT) program, or remain in the existing Section 9 program. NYCHA also continues to bring top-to-bottom renovations to a significant portion of its portfolio through PACT. Through its Transformation Plan, NYCHA is strengthening as an organization and fundamentally changing how it operates. And through compliance with the 2019 Housing and Urban Development (HUD) Agreement, NYCHA is improving how it delivers services to residents in key areas, including heat and elevator services, lead, mold, and pest/waste management.

FOCUS ON EQUITY

NYCHA promotes equity through its mission to provide quality housing for low-income New Yorkers that is sustainable, inclusive, and safe, while fostering opportunities for economic mobility. NYCHA develops and implements programs, policies, and partnerships, to measurably support residents in the areas of employment, training, education, and health. In Fiscal 2023, NYCHA engaged 190,591 residents in the design and implementation of key initiatives, including planning for PACT conversions and the Preservation Trust. Engagement numbers were significantly higher last year due to a resurgence of tenant elections following the return from the COVID-19 pandemic. A total of 29 elections were held in Fiscal 2023, all of which required extensive engagement of residents.

At the core of resident engagement are NYCHA's efforts to deliver better services to residents in a range of critical areas, transform as an organization, and bring NYCHA buildings the capital investment they need to support the generations of New Yorkers to come. The Authority also facilitated an extensive engagement plan for the Preservation Trust, including a public comment process to ensure that all residents and stakeholders had the opportunity to share their feedback and ideas for change, and town hall meetings for stakeholders and staff. NYCHA will continue to attract new partners, create new opportunities for communication, and expand services for residents while providing support to resident associations and other resident-led groups.

OUR SERVICES AND GOALS

SERVICE 1 Operate as an efficient and effective landlord.

- Goal 1a Improve rent collection.
 - Goal 1b Expedite maintenance and repairs.
 - Goal 1c Optimize apartment usage and ensure rental equity.
 - Goal 1d Improve safety and security.
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SERVICE 2 (Re)build, expand, and preserve public housing and affordable housing stock.

- Goal 2a Preserve the public and affordable housing asset.
 - Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.
 - Goal 2c Increase access to affordable housing in privately owned units.
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SERVICE 3 Engage residents and connect them to best-in-class social services.

- Goal 3a Connect all residents to critical services in their communities.
- Goal 3b Increase employment opportunities for NYCHA residents.

HOW WE PERFORMED IN FISCAL 2023

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

NYCHA tenants, like all subsidized tenants in the state of New York, have not received any funding to date from the Emergency Rental Assistance Program. As of June 2023, there were 68,609 households in rent arrears. The COVID-19 pandemic affected tenants' ability to pay rent in private and public housing across the country and hit NYCHA residents particularly hard. The cumulative rent collection decreased by five percentage points, from 66.8 percent in Fiscal 2022 to 62.2 percent in Fiscal 2023 and did not meet the target of 97.5 percent. Rent delinquency increased from 44.5 percent to 45.3 percent for the same reporting period. As part of the effort to lower rent delinquencies, NYCHA is working directly with the New York State Office of Temporary and Disability Assistance (OTDA) to obtain benefits on behalf of households under the Emergency Rental Assistance Program (ERAP). NYCHA worked with OTDA to simplify the application process by allowing NYCHA to apply on the household's behalf, with consent, instead of a household having to submit an individual application. NYCHA submitted landlord documents in bulk to OTDA for 35,389 applications, for arrears totaling \$128,177,160 through June 6, 2023. The New York State legislature recently allocated ERAP funding for subsidized housing residents and NYCHA is expected to provide some relief to residents in arrears with the anticipated receipt of ERAP monies. The Housing Court's capacity to handle the backlog of eviction cases after the end of the two-year COVID-19 eviction moratorium, in addition to certain tenant protections in place as part of ERAP that limit a landlord's ability to take legal action for non-payment of rent, also negatively impacted NYCHA's rent collection.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ Rent collection (%)	89.6%	86.4%	78.1%	66.8%	62.2%	97.5%	97.5%	Down	Up
Rent delinquency rate (%)	34.9%	37.0%	40.2%	44.5%	45.3%	*	*	Up	Down
Households in rent arrears	54,616	57,569	62,569	68,459	68,609	*	*	Up	Down

★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None

Goal 1b Expedite maintenance and repairs.

The newly released 2023 Physical Needs Assessment (PNA) estimates 20-year physical needs of \$78.3 billion across 264 public housing properties. This is a 73 percent increase from the 2017 PNA's total estimated needs of \$45.3 billion. As of June 2023, NYCHA had 604,645 open work orders. The backlog is largely driven by repair needs in painting, carpentry, plastering, and vendor related work. In addition, NYCHA is creating more work orders related to compliance areas such as lead, asbestos, and extermination. Through its Transformation Plan, NYCHA has implemented several organizational changes such as Work Order Reform and the Neighborhood Model that have ramped up staffing, improved the work order planning and scheduling, improved communication with residents through email and text notifications, and increased worker accountability and productivity through constant monitoring.

The average days to complete maintenance work orders, which are typically minor repairs that do not require a skilled trade, dropped by 23 percent from 8.1 days in Fiscal 2022 to 6.2 days in Fiscal 2023. With the renewed focus on work order processes, NYCHA is seeing productivity gains for Maintenance workers which has helped the time to complete. The average time to resolve non-emergency repair requests increased by 33 percent from 49.1 days in Fiscal 2022 to 65.4 days in Fiscal 2023. The average days to complete skilled trades and vendor work orders, which require a specialized trade, increased 41 percent from 77.4 days in Fiscal 2022 to 109 days in Fiscal 2023. NYCHA attributes these increases in the time to complete non-emergency, skilled trades, and vendor work orders to the existing backlog of work orders in addition to the newly created work orders, among the lasting impacts of the COVID-19 pandemic where non-emergency work was put on hold, and the growing capital needs. NYCHA expects to make progress on the backlog in Fiscal 2024, and lower these response times.

The average time to resolve emergency repair requests rose by 27 percent from 22.0 hours in Fiscal 2022 to 27.8 hours in Fiscal 2023, exceeding the 24-hour target. Approximately 80 percent of emergency work orders were heat and hot water service requests, which took longer to resolve this year compared to last year. The longer time to resolve heat and hot water complaints can be attributed to two factors: The first is that developments managed by third party vendors take

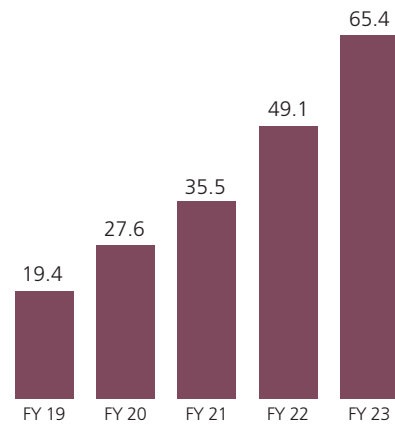
longer to resolve complaints, because there is no staff from NYCHA Heating Management Services Department at these locations and the closure of heating complaints falls to development maintenance workers who also address other types of repairs. NYCHA is in the process of evaluating third party management and is offering additional trainings for Development Maintenance staff on the process of responding and closing work orders. The second issue is related to staffing issues in the Bronx where there was a significant staff shortage at beginning of the heating season which has since been addressed. However, NYCHA's performance on heat outages (which affect multiple units) has improved and was below the HUD target of 12 hours. NYCHA will continue to monitor emergency work orders to ensure their timely completion and return below the target.

Heat outage figures are reported for the heating season, which began on October 1, 2022, and ended on May 31, 2023. The average time to resolve heat outages was reduced by 10 percent from 8.3 hours to 7.5 hours and was under the target of 12 hours required in the January 2019 agreement with HUD. During this past heating season, NYCHA continued the utilization of a dedicated heating team to resolve service interruptions 24/7, and the activation of a Situation Room (Incident Command Center) during periods of extreme cold to coordinate the response to interruptions and mobilize resources in real time. The Situation Room which operates out of Long Island City, is staffed with personnel from NYCHA's Operations and Support Services departments. The implementation of the new Neighborhood Model has also contributed to this improvement by reducing the span of control of Heating Supervisors and allows them to focus on fewer developments, increasing staffing by 27 positions, and continuing the use of dashboards and reports to monitor outages and identify issues proactively.

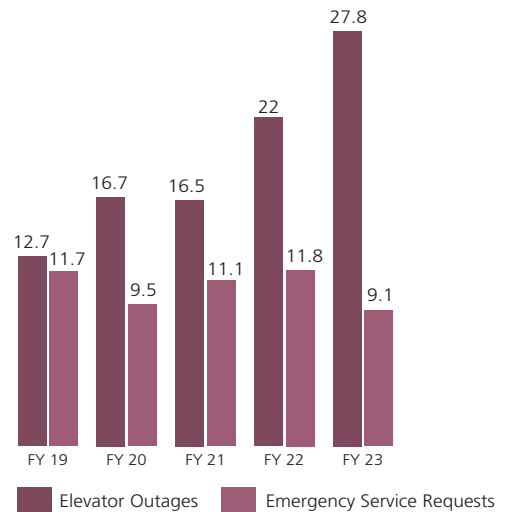
The average time to resolve elevator outages dropped by 23 percent to 9.1 hours in Fiscal 2023 from 11.8 hours in Fiscal 2022 and was below the target of 10 hours. The average outage per elevator per month also decreased from 1.07 outage per elevator per month in Fiscal 2022 to less than one per month (0.93) in Fiscal 2023. The elevator service uptime remained stable at 98 percent and was better than the target of 97 percent. Efforts to improve elevator service included the backfilling of vacancies, and the hiring and training of additional elevator mechanic teams. NYCHA is also installing air conditioners in motor rooms, door lock monitors, and other equipment such as waterproof door operators. NYCHA also purchased electronic voltage regulators to help reduce outages during summer months when low voltage conditions are expected. NYCHA's Elevator Department continues to use the 90-minute report to track progress on repairs.

The number of alleged elevator injuries remained at six in Fiscal 2023. NYCHA offers ongoing training and safety communication to field staff and residents to help reduce the number of injuries. NYCHA's Elevator Department also works with NYCHA's Environmental Health and Safety and Compliance Departments to identify and resolve hazards and potential safety risks. There were no elevator fatalities in Fiscal 2023 for seventh consecutive year.

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



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



NYCHA is making strides in pest management but is still working towards meeting the targets laid out in the HUD Agreement. Over the last year, NYCHA saw a slight decrease in the percent of rat complaints responded to within 2 business days from 44.2 percent in Fiscal 2022 to 40.7 percent in Fiscal 2023. The percent of rat complaints responded to within 5 days remained at 53 percent. The percent of other pest complaints responded to within seven days declined from 30 percent in Fiscal 2022 to 17.9 percent in Fiscal 2023. The percent of other pest complaints responded to within 10 days also dropped from 35.5 percent in Fiscal 2022 to 26.3 percent in Fiscal 2023. NYCHA uses Integrated Pest Management (IPM) to address issues at developments. IPM shifts NYCHA's pest management focus from treatment to prevention and directs resources to address the root causes of infestations, ensures that NYCHA timely collects and properly stores and disposes of waste, limits use of toxic pesticides to the minimum necessary to achieve pest control, and requires NYCHA maintenance staff to prevent pests from harboring in NYCHA's buildings. NYCHA has also updated the Standard Procedures, made systems enhancements, boosted training, and increased their data analytics and staffing. The HUD Action Plan also commits NYCHA to invest in capital upgrades for its outdated pest and waste management infrastructure. These efforts include installing new rat slabs, containers, compactors, and recycling infrastructure across the portfolio. More recently in January 2023, exterminators moved under the purview of the Pest Control Department which will improve the oversight of their work to ensure compliance and efficiency in their response to infestation work orders.

In Fiscal 2023, NYCHA facilitated positive trends in addressing the root causes of mold. NYCHA has met the target of preventing mold recurrence after remediation and repairs. The proportion of mold cases that did not result in a recurrence was 87 percent in Fiscal 2023, on pace with the rate in Fiscal 2022, exceeding the 85 percent HUD target. Despite incremental improvements across its mold removal and repair HUD metrics, NYCHA is not meeting HUD targets. NYCHA faces several challenges such as the lack of capital funding to address the aging plumbing infrastructure, vacancies and turnover in critical positions, resolving scheduling issues, and difficulty in addressing mold and leak work order backlog. However, the continued implementation of NYCHA's mold standard procedure and ventilation investments caused the average number of mold work orders created per month to decline. NYCHA published a public report titled *2023 Report on NYCHA's Mold and Leak Response Efforts: Progress, Challenges and Next Steps* to document this decline as well as other key trends and activities related to its mold and leak response. To facilitate progress, NYCHA continued its Mold and Leak Performance Scorecard (Scorecard), Enhanced Oversight Program (EOP), and targeted initiatives (Operation Mold Cleanup, Operation Dry Out, Mold Inspection Initiative and Mold Cleaning Initiative) to reduce its mold and leak work order backlog during Fiscal 2023. The Scorecard is an assessment tool that evaluates NYCHA's performance at every level (consolidation, neighborhood, borough, and Authority-wide) on key mold and leak performance metrics, which correlate to the compliance requirements outlined in the Baez and HUD agreements. Each consolidation is ranked from highest to lowest performing. Those with lower rankings are included in the EOP, which identifies site-specific roadblocks that hinder performance, provides coaching and weekly calls, deploys additional resources and specialized teams to reduce the backlog, and develops strategies to improve performance. As a result of the efforts described above, from July 2022 to June 2023, NYCHA reduced its inspection response time to resident mold complaints by 19 days and reduced NYCHA's number of pending mold inspections, open mold cleaning and painting work orders, and open tub enclosure replacement work orders by 40 percent (or 8,960 work orders). Reducing the number of open tub enclosure replacements will help reduce the moisture and leak issues which can lead to mold conditions.

On December 1, 2021, New York City enacted a new law which lowered the threshold of lead in paint from 1.0 mg/cm² to 0.5 mg/cm² for remediation. NYCHA has been abating units to comply with the new regulation and ramped up capacity in Fiscal 2023. The total number of units abated increased by 426 percent, from 621 units in Fiscal 2022 to 3,267 in Fiscal 2023.

The management cost per dwelling unit per month increased by 15 percent from \$1,197 in Fiscal 2022 to \$1,372 in Fiscal 2023. Operating expenses increased by \$290 million in the Fiscal 2023 as compared to Fiscal 2022 due to higher maintenance and operation costs, utilities, and general and administrative expenses such as insurance premiums.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours)	12.7	16.7	16.5	22.0	27.8	24.0	24.0	Up	Down
★ Average time to resolve non-emergency service requests (days)	19.4	27.6	35.5	49.1	65.4	15.0	15.0	Up	Down
Average days to complete maintenance work orders	NA	NA	NA	8.10	6.23	*	*	NA	Down
Average days to complete skilled trades and vendor work orders	NA	NA	NA	77.40	109.04	*	*	NA	Down
★ Average Time (hours) to Resolve Heat Outages	NA	NA	7.3	8.3	7.5	12.0	12.0	NA	Down
★ Average time to resolve elevator outages (hours)	11.7	9.5	11.1	11.8	9.1	10.0	10.0	Down	Down
★ Elevator outages resolved within 10 hours (%)	NA	NA	NA	71.80%	77.78%	85.00%	85.00%	NA	Up
★ Average outage per elevator per month	1.16	0.97	1.09	1.07	0.93	1.01	1.01	Down	Down
★ Elevator service uptime (%)	98.1%	98.7%	98.2%	97.8%	98.0%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	4	9	7	6	6	↓	↓	Neutral	Down
★ Elevator-related fatalities	0	0	0	0	0	↓	↓	Neutral	Down
★ Rat complaints responded within 2 business days (%)	NA	NA	NA	44.20%	40.71%	75.00%	75.00%	NA	Up
★ Rat complaints responded within 5 days (%)	NA	NA	NA	52.70%	53.02%	100.00%	100.00%	NA	Up
★ Other pest complaints responded within 7 days (%)	NA	NA	NA	30.00%	17.89%	75.00%	75.00%	NA	Up
★ Other pest complaints responded within 10 days (%)	NA	NA	NA	35.50%	26.35%	100.00%	100.00%	NA	Up
Simple mold repairs completed within 7 days (%)	NA	NA	NA	17.90%	28.11%	95.00%	95.00%	NA	Up
★ Complex mold repairs completed within 15 days (%)	NA	NA	NA	2.10%	3.58%	95.00%	95.00%	NA	Up
★ Mold cases without recurrence (%)	NA	NA	NA	87.90%	86.67%	85.00%	85.00%	NA	Up
★ Number of units abated for lead	NA	NA	NA	621	3,267	↑	↑	NA	Up
Management cost per dwelling unit per month (\$)	\$1,052	\$1,077	\$1,132	\$1,197	\$1,372	\$875	\$875	Up	*
★ Mold removed within 5 business days (%)	NA	NA	NA	2.90%	6.56%	95.00%	95.00%	NA	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None				

Goal 1c Optimize apartment usage and ensure rental equity.

In Fiscal 2023, the average time to prepare vacant apartments for re-rental rose by 124 percent from 164 days in Fiscal 2022 to 367 days in Fiscal 2023. The turnaround time to re-occupy apartments was impacted by the longer preparation time and increased by 130 percent from 160.8 days to 370 days. Due to the aging conditions in NYCHA buildings, vacant units require extensive work, especially in the areas of carpentry, plastering, painting, and lead abatement. With city funding, NYCHA has prioritized the turning over of vacant units in recent months and is closely monitoring the efforts to ensure efficiency in its efforts and the timely completion and re-occupancy of the units.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ Average time to prepare vacant apartments (days)	83.5	114.5	111.2	164.1	367.4	20.0	20.0	Up	Down
★ Average turnaround time for vacant apartments (days)	76.5	97.8	114.2	160.8	370.0	30.0	30.0	Up	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None				

Goal 1d Improve safety and security.

The major felony crime rate per 1,000 residents rose slightly from 17.6 in Fiscal 2022 to 17.9 in Fiscal 2023. NYCHA continues to strengthen its relationship with NYPD and other law enforcement agencies. NYCHA extended the security guard hours to 16 hours at six senior developments, conducted weekly homeless initiatives with the NYPD and DHS, and collaborated with NYPD and the Police Foundation by enrolling NYCHA youth in the Options Program. This is a program that uses technology and virtual reality classes to teach life skills through virtual scenarios. Issues addressed include gangs, drugs, financial literacy, emotional intelligence, conflict resolution and other topics affecting today's youth. The Resident Watch is still active in all five boroughs. NYCHA also runs the Anonymous Tip Line where residents can report quality of life and other issues anonymously to NYCHA's Office of Public Safety. NYCHA also works with resident leadership and their

associations to secure additional funding for security enhancements such as LED lighting, closed-circuit television (CCTV), and Layered Access Control (LAC) entrances, and increase communication about safety and security issues with residents.

Construction has been completed for new exterior lighting at all 14 developments in the Neighborhood Safety Plan. Construction is also completed at 13 of the 15 developments that are receiving CCTV/LAC installation. Construction has started at the remaining 2 developments. CCTV/LAC and lighting investments are also underway at other developments. As of June 2023, additional CCTV and LAC installations have been completed at 58 developments. Work is also in construction at an additional 27 sites, and work is in the planning, design, or procurement phase for projects at 13 developments. Additional lighting projects have also been completed at 6 developments and construction is underway at 8 developments. There are five developments in the planning, design, or procurement phases.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	12.4	12.6	14.9	17.6	17.9	*	*	Up	Down
★ Major felony crimes in public housing developments	4,766	4,844	5,373	5,859	6,062	↓	↓	Up	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

SERVICE 2 (Re)build, expand, and preserve public housing and affordable housing stock.

Goal 2a Preserve the public and affordable housing asset.

The percentage of all active capital projects on schedule rose to 61.1 percent in Fiscal 2023, compared to 55.5 percent in Fiscal 2022. The percentage of active capital projects in construction on schedule was 72.4 percent in Fiscal 2023, up from 61.8 percent in Fiscal 2022. NYCHA's Asset and Capital Management (A&CM) Division implemented major organizational structure, process, systems, and capability improvements which have improved schedule performance of capital projects over the last year. This will continue in Fiscal 2024 as A&CM rolls out further enhancements to the project planning and scheduling process, and to schedule management policies and tools, to better incorporate and manage risks to on-time delivery of projects. The Division has also recently launched a progressive training program for capital projects staff based on industry best practices and NYCHA experience. Policy enhancements at the City level through the Capital Reform Task Force and Get Stuff Built initiatives will also positively impact project performance going forward.

The PACT program is New York City's implementation of the federal Rental Assistance Demonstration (RAD) program. PACT will leverage the federally funded Project-Based Section 8 program and public-private partnerships to unlock funding to complete comprehensive repairs in 62,000 apartments. Residents in PACT developments benefit from much needed renovations, enhanced property management and social services, while maintaining the tenant rights they possess in the public housing program. The Section 8 program ensures that rents remain permanently affordable. The program also provides a more stable flow of federal subsidy, which allows NYCHA and selected PACT partners to raise external financing to address all known capital repair needs. To date, NYCHA has transferred 18,018 apartments through PACT since the initiative's launch, raising more than \$4.32 billion to fund comprehensive repairs. Renovations are complete at 5,830 apartments. Major upgrades are underway at approximately 12,188 apartments and another 19,691 apartments across New York City are part of projects that are currently in pre-development for comprehensive repairs. The decrease in the number of developments, buildings, units reflects the PACT pipeline. More transactions are anticipated in Fiscal Year 2024.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ Active capital projects on schedule (%)	68.3%	78.9%	73.0%	55.5%	61.1%	75.0%	75.0%	Down	Up
★ Active capital projects in construction phase on schedule (%)	77.3%	94.2%	89.0%	61.8%	72.4%	85.0%	85.0%	Down	Up
★ Unit Inventory (Public Housing Portfolio)	173	170	168	162	160	*	*	Neutral	*
Number of buildings (Public Housing Portfolio)	2,351	2,252	2,198	2,106	2,063	*	*	Down	*
Number of developments (Public Housing Portfolio)	316	302	285	277	273	*	*	Down	*
Number of developments preserved (RAD/PACT Portfolio)	18	14	17	8	4	*	*	Down	*
Number of buildings preserved (RAD/PACT Portfolio)	67	97	38	79	43	*	*	Down	*
Number of apartments preserved (RAD/PACT Portfolio)	2,458	3,940	1,718	5,909	2,597	3,500	9,000	Up	*
Number of units rehabbed	NA	NA	NA	5,830	5,830	*	*	NA	Up
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.

NYCHA's occupancy rate has remained stable at 96.8 percent in Fiscal 2023 compared to 97.5 percent in Fiscal 2022. As of June 2023, NYCHA had 151,472 occupied units. NYCHA also had 8,074 vacant units including 912 units matched with applicants, 4,173 being prepped or available for rent, and 2,989 units off rent roll (non-dwelling units).

The number of applicants placed in public housing decreased by 24 percent, from 1,362 in Fiscal 2022 to 1,029 in Fiscal 2023. There are several contributing factors to the reduction in placements: the availability of fewer units due to the large number of vacant units which are being worked on to expedite turnover, the upcoming RAD/PACT conversions of NYCHA developments, including those scheduled for conversion later this year as new rentals stop at these sites, and vacant units being held at four developments for comprehensive modernization and at fifteen neighboring developments for relocation. Other units are being used for the relocation of residents due to lead/asbestos abatement.

The overall number of homeless applicants placed in housing in Fiscal 2023 rose by 140 percent to 4,425 compared to 1,842 in Fiscal 2022. While the number of homeless placed in NYCHA public housing dropped from 668 to 650, the number of homeless placed through Section 8 more than tripled from 1,174 to 3,775. The drop in homeless placements in public housing reflects the decrease of available apartments as noted for NYCHA's overall placements. Target placements have decreased resulting in fewer referrals from the Department of Homeless Services (DHS).

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Apartment Attrition Rate (%)	3.6%	3.8%	3.9%	3.2%	3.0%	*	*	Down	*
★ Occupancy rate (%)	98.9%	98.8%	98.6%	97.5%	96.8%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	3,147	3,330	3,035	1,362	1,029	*	*	Down	Up
Homeless applicants placed in housing - Total	2,449	2,662	2,323	1,842	4,425	*	*	Up	*
- NYCHA housing	1,403	1,913	1,597	668	650	*	*	Down	*
- Section 8	1,046	749	726	1,174	3,775	*	*	Up	*
Working families residing in public housing (cumulative) (%)	46.0%	45.3%	45.3%	42.8%	38.2%	*	*	Down	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

Goal 2c Increase access to affordable housing in privately owned units.

The number of families on the Section 8 waiting list decreased to 16,000 in Fiscal 2023 from 17,000 in Fiscal 2022. Over the past year, NYCHA's Section 8 program canvassed the applicants for eligibility interview and conducted outreach to the applicants to update its waiting list. The decrease is a result of those applicants who did not confirm continued interest in remaining on the waiting list.

The maximum allowable Section 8 vouchers increased slightly from 108,410 in Fiscal 2022 to 109,823 in Fiscal 2023. The funded Section 8 vouchers also increased from 93,570 to 97,070. The uptick reflects new program admissions and PACT conversions. The funding utilization rate for funded Section 8 vouchers dropped to 93 percent in Fiscal 2023 from 100 percent in Fiscal 2022. The decrease is a result of program exits and challenges with voucher holders searching and successfully locating rental units.

The percentage of completed biennial Section 8 inspections improved from 85 percent in Fiscal 2022 to 97 percent in Fiscal 2023. Following HUD's COVID-19 guidance in 2020, the Leased Housing Department had suspended all Housing Quality Standards inspections, which severely impacted the inspection completion rate and created a backlog of inspections. NYCHA resumed in-person inspections in June 2021 and has been working diligently on addressing the backlog of inspections as well as new ones. We will continue to monitor this indicator.

The percentage completion of annual Section 8 recertifications remained stable at 99 percent due to a continued focus on productivity and streamlined case processing. The number of applicants placed through Section 8 vouchers decreased by 55 percent from 6,660 in Fiscal 2022 to 2,974 in Fiscal 2023. The decrease is a result of schedule adjustments for Permanent Affordability Commitment Together (PACT) closings. The anticipated conversion (closing) dates for the properties in the PACT pipeline were adjusted in 2022 which led to lower admissions on the Section 8 program. For example, the following developments: Audubon, Bethune Gardens, Marshall Plaza, and Edenwald were originally scheduled for 2022 but their transition took place in 2023.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
● Families on Section 8 waiting list (000)	138	40	34	17	16	*	*	Down	Down
Maximum allowable Section 8 vouchers	102,706	104,054	106,410	108,410	109,823	*	*	Neutral	*
Funded Section 8 vouchers	86,768	87,285	88,880	93,570	97,070	*	*	Up	*
Funded Section 8 vouchers occupied units (%)	99.0%	100.0%	100.0%	99.0%	97.0%	97.0%	97.0%	Neutral	Up
★ Utilization rate for authorized Section 8 vouchers (%)	84.0%	84.0%	84.0%	84.0%	85.0%	86.0%	86.0%	Neutral	Up
Funding utilization for Section 8 vouchers (%)	98.0%	98.0%	99.0%	100.0%	93.0%	*	*	Neutral	*
★ Section 8 occupied units (vouchers)	85,839	87,439	88,143	93,028	98,414	87,000	87,000	Up	Up
Biennial Section 8 inspections	98.0%	93.0%	61.0%	85.0%	97.0%	*	*	Neutral	Up
Annual Section 8 recertifications	99.0%	98.0%	99.0%	99.0%	99.0%	*	*	Neutral	Up
Applicants placed through Section 8 vouchers	2,438	3,632	2,397	6,660	2,974	*	*	Up	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

SERVICE 3 Engage residents and connect them to best-in-class social services.

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

NYCHA's emergency transfer priority is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child victims of sexual assault as well as all categories defined under the Violence Against Women Act (VAWA). The priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development. The number of residents approved for an emergency transfer dropped by 13 percent, from 1,783 in Fiscal 2022 to 1,552 in Fiscal 2023. The processing time increased from 12.2 days to 13.3 days but remained well below the 45-day target.

The initial social service tenant contacts conducted within five days of the referrals slightly increased from 91 percent in Fiscal 2022 to 92 percent in Fiscal 2023. Staff continue to prioritize doing the initial outreach and documenting their efforts within the five day time frame. The referrals to supportive services provided to senior residents were up by 11 percent from 34,263 in Fiscal 2022 to 38,083 in Fiscal 2023. Staffing of senior-facing roles has stabilized, and these staff have built a rapport and trust with the older adult resident population. This had led to greater acceptance by those older adult residents of direct supportive services from NYCHA staff, as well as more referrals to additional resources.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Residents approved for emergency transfers	1,846	1,776	2,266	1,783	1,552	*	*	Down	*
★ Emergency transfer disposition time (days)	13.97	14.93	17.16	12.20	13.34	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	88%	91%	93%	91%	92%	76%	76%	Neutral	Up
Referrals to supportive social services for senior residents	20,521	41,586	81,176	34,263	38,083	*	*	Up	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

Goal 3b Increase employment opportunities for NYCHA residents.

Resident job placements increased by 59 percent from 1,663 in Fiscal 2022 to 2,652 in Fiscal 2023. This indicator includes 1,031 direct placements through NYCHA’s Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as 1,621 partner placements. There was a significant rise in Jobs-Plus hires which is attributed to HRA’s renewed focus on its Jobs-Plus vendors to ensure that they meet their employment goals.

The percentage of job placements to program graduates rose to 84 percent in Fiscal 2023 from 71 percent in Fiscal 2022 due to an increase in graduate placements reported by REES partners and placements from residents who completed the NYCHA Resident Training Academy (NRTA) program in previous years and were hired during this fiscal year.

The youth placed in jobs through youth employment programs increased by 3 percent from 3,516 in Fiscal 2022 to 3,630 in Fiscal 2023. In addition to the youth directly hired through its seasonal program and other positions, NYCHA continues its collaboration with the City’s Department of Youth and Community Development and their providers on the Summer Youth Employment Program.

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
★ Resident job placements - Total	2,933	2,127	1,411	1,663	2,652	↑	↑	Down	Up
- Direct placements	1,082	862	1,175	1,110	1,031	1,593	1,593	Neutral	Up
- Program and partner placements	1,851	1,265	236	553	1,621	*	*	Down	*
Job training graduates placed in jobs (%)	83%	91%	86%	71%	84%	*	*	Neutral	Up
Youth placed in jobs through youth employment programs	972	3,896	3,231	3,516	3,630	*	*	Up	Up

★ Critical Indicator ● Equity Indicator “NA” Not Available ↑↓ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	178,282	147,520	156,054	167,095	152,274	*	*	Neutral	*
E-mails responded to in 14 days (%)	97.0%	95.7%	98.6%	98.4%	82.4%	*	*	Down	Up
Average wait time to speak with a customer service agent (minutes)	17:2	14:5	NA	40:9	28:7	*	*	NA	Down
CORE facility rating	NA	97	97	99	95	*	*	NA	Up
Calls answered in 30 seconds (%)	63.7%	74.0%	76.5%	67.5%	63.8%	*	*	Neutral	Up
Number of agency customers surveyed for overall customer satisfaction	66,044	37,135	19,793	25,167	27,148	*	*	Down	Up
Customers rating service good or better (%)	75.9%	75.4%	72.6%	73.0%	79.0%	71.0%	71.0%	Neutral	Up

★ Critical Indicator ● Equity Indicator “NA” Not Available ↑↓ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY19	FY20	FY21	FY22	FY23	FY23	FY24	
Expenditures (\$000,000) ³	\$3,492.2	\$3,749.2	\$4,035.3	\$4,170.2	\$4,652.0	\$4,179.4	\$4,413.2	Up
Revenues (\$000,000)	\$3,532.5	\$3,486.2	\$3,948.4	\$4,141.5	\$4,704.1	\$4,144.1	\$4,378.3	Up
Personnel	10,834	11,061	11,689	11,772	11,891	12,612	12,213	Up
Overtime paid (\$000,000)	\$102.5	\$148.0	\$155.7	\$164.4	\$198.0	\$99.0	\$100.0	Up
Capital commitments (\$000,000)	\$302.3	\$175.7	\$103.1	\$235.1	\$397.1	\$740.7	\$1,507.4	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller’s Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the “Indicator Definitions” at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds “NA” - Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Currently, NYCHA is not in compliance with a number of federal regulations and is working to assess and remedy noncompliance. On January 31, 2019, NYCHA, HUD, the U.S. Attorney's Office for the Southern District of New York and the City of New York signed an Agreement (the "HUD Agreement") to address a finding by the Secretary of HUD of a substantial default by NYCHA and to resolve claims brought by the United States. The HUD Agreement established a framework by which NYCHA will continue to evaluate and progress towards compliance with federal requirements. Please see the Draft FY 2024 Annual PHA Plan for information on the progress made to date towards compliance with the HUD Agreement's requirements. An independent monitor was appointed under the HUD Agreement with access to NYCHA information and personnel and the monitor has issued and will continue to issue quarterly reports on NYCHA's compliance with the HUD Agreement.
- Added 'Households in rent arrears' to Goal 1a.
- Updated 'Average days to complete simple work orders' to 'Average days to complete maintenance work orders' in Goal 1b.
- Updated 'Average days to complete complex work orders' to 'Average days to complete skilled trades and vendor work orders' in Goal 1b.
- 'CORE facility rating' includes CORE inspections that were conducted in July and August 2023.

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- NYCHA's transformational plan:
https://www1.nyc.gov/assets/nycha/downloads/pdf/NYCHA_Transformation_Plan_Final.pdf
- 2023 Report on NYCHA's Mold and Leak Response Efforts: Progress, Challenges and Next Steps:
<https://www.nyc.gov/assets/nycha/downloads/pdf/NYCHA-Report-on-Mold-and-Leak-Response-Efforts-2023.pdf>
- NYCHA 's Federal Monitor:
<https://nychamonitor.com/>
- The Social Indicators and Equity Report, EquityNYC:
<http://equity.nyc.gov/>

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

