

NEW YORK CITY HOUSING AUTHORITY

Lisa Bova-Hiatt, Chief Executive Officer



WHAT WE DO

The New York City Housing Authority (NYCHA), also referred to as the Authority, provides affordable housing to 517,177 authorized residents in 177,565 apartments within 335 housing developments and units leased through the Section 8 program. NYCHA serves 306,321 authorized residents in 155,814 apartments within 248 housing developments through the conventional public housing program (Section 9) and 41,475 authorized residents in 21,751 occupied units within 87 developments that were converted to Permanent Affordability Commitment Together (PACT) program. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to 104,112 families in locating and renting units in the private market. In addition, NYCHA facilitates access to social services through a variety of programs.

NYCHA is at a pivotal moment in its history. Its buildings, the majority of which are more than a half century old, need more than \$78 billion in investments to be brought into a state of good repair, the result of decades of government disinvestment. Through PACT, the New York City Public Housing Preservation Trust, and Comprehensive Modernization, NYCHA is undertaking comprehensive renovations to dramatically improve residents' quality of life while preserving resident rights and protections and providing economic opportunities. 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 for its residents. NYCHA develops and implements programs, policies, and partnerships, to measurably support residents in the areas of employment, training, education, and health. In Fiscal 2024, NYCHA engaged 218,759 residents (up from 190,591 last year) in the design and implementation of key initiatives, including planning for PACT conversions and the Preservation Trust. A total of 13 resident association leadership elections were held during Fiscal 2024, all of which required extensive engagement of residents.

Resident engagement is at the core of 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 continued to facilitate an engagement plan for planning the future of the Preservation Trust, including a public comment process related to the establishment of its voting procedures 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.

In Fiscal 2024, the first such resident votes began taking place at Nostrand Houses in the Sheepshead Bay neighborhood of Brooklyn, and Bronx River Addition in the Bronx, respectively. One hundred days of public engagement at the developments were followed by 30 days of voting, during which time residents could choose from three ballot options: remain in traditional Section 9 public housing, join the Trust, or enter the PACT program. Section 9 is traditional public housing that receives capital and operations subsidies from the federal government, and NYCHA maintains ownership and management over the property. The Trust model allows NYCHA to continue to own, operate, and maintain the property while unlocking new funding streams as authorized by the State in 2022, while the PACT model allows NYCHA to own the property while private developers perform capital improvements and manage properties. Resident votes on which model to choose could be placed by mail, online or during the last 10 days of the voting period, in-person. Results were certified by an independent third-party voting administrator, with both developments selecting to convert to the Trust.

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 2024

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

In Fiscal 2024, NYCHA made great efforts to improve its rent collection. The cumulative rent collection increased by seven percentage points, from 62.2 percent in Fiscal 2023 to 69.2 percent in Fiscal 2024, but NYCHA did not meet the target of 97.5 percent. Rent delinquency declined from 45.3 percent to 44.2 percent. As of June 2024, 64,711 households were in rent arrears, a drop of six percent compared to the same point last year. The COVID-19 pandemic affected tenants' ability to pay rent across the country in private and public housing and hit NYCHA residents particularly hard. Over the past couple of years, as part of the effort to lower rent delinquencies, NYCHA worked 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. As a result, to date, NYCHA received \$159 million in ERAP funding which NYCHA applied to residents' accounts. NYCHA will continue to monitor these indicators through the bi-weekly rent collection meetings, which bring departments from across the Authority to review performance and identify areas for improvement.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
★ Rent collection (%)	86.4%	78.1%	66.8%	62.2%	69.2%	97.5%	97.5%	Down	Up
Rent delinquency rate (%)	37.0%	40.2%	44.5%	45.3%	44.2%	*	*	Up	Down
Households in rent arrears	57,569	62,569	68,459	68,609	64,711	*	*	Up	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available	↑↓ Directional Target	* None					

Goal 1b Expedite maintenance and repairs.

The average time to resolve emergency repair requests dropped by 26 percent from 27 hours and 49 minutes in Fiscal 2023 to 20 hours and 43 minutes in Fiscal 2024, dropping below the 24-hour target. Emergency work orders include heat and hot water work orders for individual units, elevator outages, leaks, stove work orders, and gas outages, which have shorter resolution times this year compared to the same period last year. These improvements are the result of NYCHA's continued focus and investment on the HUD Agreement areas (heat, elevator, leaks) and other high priority items such as stove and gas outages to ensure that service is restored in a timely manner. The average time to resolve non-emergency repair requests remained steady from 65.4 days in Fiscal 2023 to 65.7 days in Fiscal 2024. While still facing incredible challenges with the aging infrastructure and staggering capital needs, NYCHA continues to work on improving productivity and efficiency for Maintenance Workers who typically do minor repairs that do not require a specialized trade. The average days to complete maintenance work orders decreased by 19 percent from 6.2 days in Fiscal 2023 to five days in Fiscal 2024.

One challenging area remains the average days to complete skilled trades and vendor work orders, which increased by 22 percent from 109 days in Fiscal 2023 to 133.4 days in Fiscal 2024. NYCHA attributes this increase to the existing backlog of work orders that need to be addressed, which is a lasting impact of the COVID-19 pandemic where non-emergency work was put on hold, newly created work orders, and the growing capital needs across NYCHA. The backlog is largely driven by repair needs in painting, carpentry, plastering, and vendor related work. NYCHA closed about 2.8 million work orders in Fiscal 2024 and had 610,064 open work orders as of June 2024. The 2023 physical needs assessment (PNA) estimates 20-year physical needs of \$78.3 billion across public housing properties. This is a 73 percent increase from the 2017 PNA's total estimated needs of \$45.3 billion. NYCHA continuously seeks to improve the work order repair process through the Work Order Reform and Neighborhood Model initiatives which include better planning and scheduling, improved communication with residents through email and text notifications, increased worker accountability and productivity, and systems enhancement to increase transparency and facilitate performance monitoring.

Heat outage figures are reported for the heating season, which began on October 1, 2023, and ended on May 31, 2024. The average time to resolve heat outages was 12 percent faster in Fiscal 2024 from 7 hours and 30 minutes in Fiscal 2023 to 6 hours and 37 minutes and was under the target of 12 hours required in the January 2019 agreement with HUD. During this past heating season, NYCHA continued to utilize of a dedicated heating team to resolve service interruptions

24/7, and the activation of the NYCHA Emergency Operations Center during periods of extreme cold to coordinate the response to interruptions and mobilize resources in real time. Other factors have also contributed to this improvement: the implementation of the new Neighborhood Model which reduces the span of control of Heating Supervisors and allows them to focus on fewer developments, increased staffing by 27 positions, and the continued use of dashboards and reports to monitor outages and identify issues proactively.

NYCHA continues to improve its performance in responding to elevator outages. The average time to resolve elevator outages dropped by 26 percent to 6 hours and 44 minutes in Fiscal 2024 from 9 hours and seven minutes in Fiscal 2023 and was below the target of 10 hours. The average outage per elevator per month also decreased from 0.93 to 0.78. The elevator service uptime increased slightly at 99.3 percent exceeding the target of 97 percent. Efforts to improve elevator service include 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.

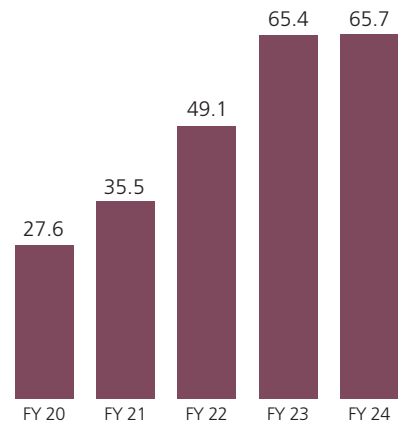
The number of alleged elevator injuries dropped from six in Fiscal 2023 to one in Fiscal 2024. NYCHA offers ongoing training and safety communication to field staff and residents to help reduce the number of injuries. NYCHA's Elevator Department also works with NYCHA's Environmental Health and Safety and Compliance Departments to identify and resolve hazards and potential safety risks. There were no elevator fatalities in Fiscal 2024.

NYCHA made significant progress towards meeting the targets for safety and cleanliness laid out in the HUD Agreement. NYCHA has 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 which help to prevent mice and rats from entering crawlspaces, containers, compactors, and recycling infrastructure across the portfolio. In early Calendar 2023, exterminators moved under the purview of the NYCHA's Pest Control Department which improved the oversight of their work ensuring compliance and efficiency in their response to infestation work orders.

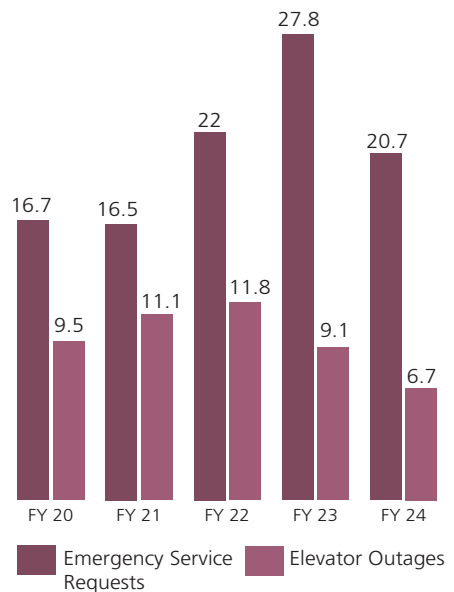
In Fiscal 2024, the percent of rat complaints responded to within 2 business days improved by 33 percentage points from 40.71 percent in Fiscal 2023 to 73.58 percent in Fiscal 2024. The percent of rat complaints responded to within 5 days increased from 53 percentage points to 80 percent. The percent of other pest complaints responded to within seven days also increased from 18 percent in Fiscal 2023 to 32 percent in Fiscal 2024. The percent of other pest complaints responded to within 10 days increased from 26 percent in Fiscal 2023 to 52.4 percent in Fiscal 2024.

In Fiscal 2024, NYCHA has made incremental improvements in addressing mold and meeting the HUD Agreement goals. NYCHA has implemented several initiatives to improve compliance such as the Mold and Leak Scorecard, which helps to deploy resources and expedite mold inspection and removal where it is needed most. Additionally, NYCHA is working to reduce the backlog of open tub enclosure and plumbing work orders to complete mold and leak repairs. Following a

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



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



comprehensive program to replace roof fans and clean in-unit vents across the entire portfolio, NYCHA is currently in the process of replacing and balancing volume dampers to ensure equal distribution of airflow within its buildings (13,822 out of approximately 95,000 dampers installed). These efforts have helped reduce the mold and leak work order backlog during Fiscal 2024. As a result of the efforts, the percent of mold removed within 5 business days increased by three percentage points from 6.6 percent in Fiscal 2023 to 9.2 percent in Fiscal 2024. NYCHA also increased the completion of simple mold cases within 7 days from 28.1 percent to 30.2 percent. There was a slight increase for the complex cases from 3.6 percent to 3.7 percent. Complex mold cases are challenging as they involve multiple skilled trades and visits to address the root cause, perform restoration and cosmetic repairs. All work needs to be completed for the conditions to be addressed. The percentage of mold cases without recurrence has dipped from 87 percent to 84 percent. This is due to worsening infrastructure conditions in the Authority's aging buildings.

On December 1, 2021, New York City enacted a new law which lowered the required remediation threshold of lead in paint from 1.0 mg/ cm2 to 0.5 mg/cm2. NYCHA has been abating units to comply with the new regulation and greatly improved its performance. A total of 5,037 units were abated in Fiscal 2024, a 54 percent increase compared to 3,267 in Fiscal 2023.

The management cost per dwelling unit per month decreased by two percent from \$1,372 in Fiscal 2023 to \$1,345 in Fiscal 2024 but remains well over target. The drop in management cost can be attributed to lower utility costs (electricity and fuel oil), and fee for services charges for heating plant technicians. Further contributing to the overall decrease were lower expenditures on insurance premiums and reductions in contracts for professional services.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours:minutes)	16:42	16:29	21:57	27:49	20:43	24:00	24:00	Up	Down
★ Average time to resolve non-emergency service requests (days)	27.6	35.5	49.1	65.4	65.7	15.0	15.0	Up	Down
Average time to complete maintenance work orders (days)	NA	NA	8.10	6.23	5.03	*	7.00	NA	Down
Average time to complete skilled trades and vendor work orders (days)	NA	NA	77.40	109.04	133.37	*	*	NA	Down
★ Average time to resolve heat outages (hours:minutes)	NA	7:20	8:16	7:30	6:37	12:00	12:00	NA	Down
★ Average time to resolve elevator outages (hours:minutes)	9:28	11:07	11:49	9:07	6:44	10:00	10:00	Down	Down
★ Elevator outages resolved within 10 hours (%)	NA	NA	71.80%	77.78%	87.12%	85.00%	85.00%	NA	Up
★ Average outage per elevator per month	0.97	1.09	1.07	0.93	0.78	1.01	1.01	Down	Down
★ Elevator service uptime (%)	98.7%	98.2%	97.8%	98.0%	99.3%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	9	7	6	6	1	↓	↓	Down	Down
★ Elevator-related fatalities	0	0	0	0	0	↓	↓	Neutral	Down
★ Rat complaints responded within 2 business days (%)	NA	NA	44.2%	40.7%	73.6%	75.0%	75.0%	NA	Up
★ Rat complaints responded within 5 days (%)	NA	NA	52.7%	53.0%	80.2%	100.0%	100.0%	NA	Up
★ Other pest complaints responded within 7 days (%)	NA	NA	30.0%	17.9%	32.4%	75.0%	75.0%	NA	Up
★ Other pest complaints responded within 10 days (%)	NA	NA	35.5%	26.4%	52.4%	100.0%	100.0%	NA	Up
★ Mold removed within 5 business days (%)	NA	NA	2.9%	6.6%	9.2%	95.0%	95.0%	NA	Up
Simple mold repairs completed within 7 days (%)	NA	NA	17.9%	28.1%	30.2%	95.0%	95.0%	NA	Up
★ Complex mold repairs completed within 15 days (%)	NA	NA	2.1%	3.6%	3.7%	95.0%	95.0%	NA	Up
★ Mold cases without recurrence (%)	NA	NA	87.9%	86.7%	83.6%	85.0%	85.0%	NA	Up
★ Units abated for lead	NA	NA	621	3,267	5,037	↑	3,000	NA	Up
Management cost per dwelling unit per month (\$)	\$1,077	\$1,132	\$1,197	\$1,372	\$1,345	\$875	\$875	Up	*
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

Goal 1c Optimize apartment usage and ensure rental equity.

The turnaround time to re-occupy apartments rose by 15 percent from 370.0 days to 424.4 days. While turnaround time continued to increase in Fiscal 2024, the trend has begun to slow; the turnaround time increased by 130 percent from Fiscal 2022 to Fiscal 2023. With City funding, the Authority prioritized turning over vacant units by steadily completing required preparation thus reducing the vacant unit backlog and ultimately returning units to the rent roll. The number of new move-ins rose by 55 percent from 2,104 in Fiscal 2023 to 3,251 in Fiscal 2024. As of June 2024, there were 5,087 vacant units available for rent. NYCHA is closely monitoring the efforts to ensure the timely completion and re-occupancy of the units.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
★ Average turnaround time for vacant units (days)	97.8	114.2	160.8	370.0	424.4	30.0	300.0	Up	Down
New move-ins (units)	NA	NA	NA	2,104	3,251	*	*	NA	*
Vacant available units	NA	NA	NA	NA	5,087	*	*	NA	*

★ 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 by eight percent from 17.9 in Fiscal 2023 to 19.4 in Fiscal 2024. NYCHA continues to strengthen its relationship with the New York City Police Department (NYPD) and other law enforcement agencies to address the steady increase over the last five years. The Authority extended the security guard hours to 16 hours a day at six senior developments, conducted weekly homeless initiatives with the NYPD and the Department of Homeless Services (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), Layered Access Control (LAC) entrances, and increased communication about safety and security issues with residents. Additionally, NYCHA collaborated with the NYPD on the removal of illegal E-Bikes and conducted Comprehensive Development Safety and Risk Assessments to help identify high risk developments.

As of June 2024, as part of the Neighborhood Safety Plan, construction of new exterior lighting is complete at all 14 developments planned. Construction of CCTV/ LAC installation is complete at all 16 developments planned. Additional Security project investments are also underway at other developments. Specifically, additional CCTV/LAC installations have been completed at 43 developments. Work is in construction at an additional 16 sites, and projects are in the planning, design, or procurement phase for another five developments. Additional lighting installation projects have been completed at 12 developments, and work is in construction at an additional six sites, while projects at another five developments are in the planning, design, or procurement. Projects at an additional three sites for entrances/LAC are at the planning or design phase.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	12.6	14.9	17.6	17.9	19.4	*	*	Up	Down
★ Major felony crimes in public housing developments	4,844	5,373	5,859	6,062	6,117	↓	↓	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.

As of June 2024, the percentage of all 627 active capital projects on schedule or with minor delay is 67.2 percent below the target of 75 percent. The percentage of the 255 active capital projects in the construction phase that are on schedule or with minor delays was 85.1 percent, meeting the target of 85 percent. Project schedule performance improved in Fiscal 2024 due to development and rollout of a revised schedule management policy, standardized schedule templates, and strengthened schedule management practices and controls for all projects over the last 18 months. Schedule performance has also benefited from a revamped stakeholder engagement approach initiated in Fiscal 2023 but fully implemented in Fiscal 2024. NYCHA partnered closely with the Office of Management and Budget (OMB), the Comptroller's Office, and the Department of Buildings (DOB) to identify and implement coordination and process improvements across NYCHA's capital projects portfolio. Lastly, increased use of data analytics and dashboards for regular monitoring and management of projects has also contributed to improved performance.

The Permanent Affordability Commitment Together (PACT) program leverages the federally funded Project-Based Section 8 program and public-private partnerships to unlock funding to complete comprehensive repairs in 62,000 apartments. Through PACT, developments are included in the federal Rental Assistance Demonstration (RAD) and converted to a more stable, federally-funded program called Project-Based Section 8. This allows NYCHA to unlock funding to complete comprehensive repairs, while also ensuring homes remain permanently affordable, and residents have the same basic rights as they possess in the public housing program. In Fiscal 2024, through the PACT program, NYCHA preserved 25 developments consisting of 128 buildings and 3,728 units. There were 8,869 units rehabbed, a 52 percent increase from Fiscal 2023 (5,830). The public housing portfolio has decreased as more developments are converting to PACT. NYCHA's conventional Section 9 program now consists of about 156,000 units across 248 developments and 1,934 buildings.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
★ Active capital projects on track or with minor delays (%)	NA	NA	NA	NA	67.2%	75.0%	75.0%	NA	Up
★ Active capital projects in construction phase on track or with minor delays (%)	NA	NA	NA	NA	85.1%	85.0%	85.0%	NA	Up
★ Public Housing Portfolio — Unit Inventory	170	168	162	160	156	*	*	Neutral	*
Public Housing Portfolio — Buildings	2,252	2,198	2,106	2,063	1,934	*	*	Down	*
Public Housing Portfolio — Developments	302	285	277	273	248	*	*	Down	*
PACT Portfolio — Developments preserved	14	17	8	4	25	*	*	Up	*
PACT Portfolio — Buildings preserved	97	38	79	43	128	*	*	Up	*
PACT Portfolio — Units preserved	3,940	1,718	5,909	2,597	3,728	9,000	9,000	Neutral	*
PACT Portfolio — Units rehabbed	NA	NA	5,830	5,830	8,869	*	*	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 96.3 percent in Fiscal 2024 compared to 96.8 percent in Fiscal 2023. As of June 2024, 155,814 units were occupied. The number of applicants placed in public housing increased by 18 percent, from 1,029 in Fiscal 2023 to 1,215 in Fiscal 2024, as NYCHA has prioritized the preparation of vacant units for rental. The overall number of homeless applicants placed in housing in Fiscal 2024 decreased by 40 percent to 2,635 compared to 4,425 in Fiscal 2023. The number of homeless applicants placed in public housing decreased by 20 percent from 650 to 510. and the number of homeless applicants placed through Section 8 also decreased 44 percent from 3,775 to 2,125. NYCHA's Tenant Selection and Assignment Plan (TSAP) prioritizes transfers over new admissions into public housing. Between Calendar 2022 and the middle of Calendar 2023, high priority transfers accumulated due to a period of lower apartment turnover rate. The number of DHS placements are anticipated to increase into public housing with the decline of high priority transfers on the wait list. The homeless placements through the Section 8 program decreased due to NYCHA issuing all the Emergency Housing Vouchers (EHV) allocated by HUD for the program. Referrals are no longer accepted into this process.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Apartment Attrition Rate (%)	3.8%	3.9%	3.2%	3.0%	3.4%	*	*	Down	*
★ Occupancy rate (%)	98.8%	98.6%	97.5%	96.8%	96.3%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	3,330	3,035	1,362	1,029	1,215	*	*	Down	Up
Homeless applicants placed in housing — Total	2,662	2,323	1,842	4,425	2,635	*	*	Up	*
— NYCHA housing	1,913	1,597	668	650	510	*	*	Down	*
— Section 8	749	726	1,174	3,775	2,125	*	*	Up	*
Working families residing in public housing (cumulative) (%)	45.3%	45.3%	42.8%	38.2%	38.5%	*	*	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 5,000 in Fiscal 2024 from 16,000 in Fiscal 2023. Over the past year, NYCHA’s Section 8 program canvassed the applicants for eligibility interviews and conducted outreach to the applicants to update its waiting list. The decrease results from applicants who did not confirm continued interest in remaining on the waiting list. NYCHA increased its voucher issuance targets for Fiscal 2024 further depleting the waitlist.

On August 1, 2024, NYCHA announced the establishment of a new Section 8 Housing Choice Voucher (HCV) waitlist, with 200,000 households randomly selected via lottery following an online application process that ran from June 3 through June 9, 2024. NYCHA will utilize and call households off this waitlist over the next several years, with a goal of issuing 1,000 vouchers a month contingent on funding and the authorized voucher capacity. Anyone who remained on the existing waitlist will continue to be served and did not have to reapply.

The maximum allowable Section 8 vouchers increased slightly from 109,823 in Fiscal 2023 to 112,346 in Fiscal 2024. The funded Section 8 vouchers also increased from 97,070 to 98,947. The uptick reflects new program admissions and PACT conversions. The number of Section 8 occupied units increased by six percent from 98,414 to 104,040. The funding utilization rate for funded Section 8 vouchers also increased by five percent from 93 percent to 98 percent. 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 rose by 114 percent from 2,974 in Fiscal 2023 to 6,358 in Fiscal 2024. NYCHA increased its voucher issuance targets for Fiscal 2024.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
● Section 8 — Families on waiting list (000)	40	34	17	16	5	*	*	Down	Down
Section 8 — Maximum allowable vouchers	104,054	106,410	108,410	109,823	112,346	*	*	Neutral	*
Section 8 — Funded vouchers	87,285	88,880	93,570	97,070	98,947	*	*	Up	*
Section 8 — Funded vouchers occupied units (%)	100.0%	100.0%	99.0%	97.0%	98.0%	97.0%	97.0%	Neutral	Up
★ Section 8 — Utilization rate for authorized vouchers (%)	84.0%	84.0%	84.0%	85.0%	85.0%	86.0%	86.0%	Neutral	Up
Section 8 — Housing Assistance Payments funding utilization rate (%)	98.0%	99.0%	100.0%	93.0%	98.0%	*	*	Neutral	*
★ Section 8 — Occupied units	87,439	88,143	93,028	98,414	104,040	87,000	87,000	Up	Up
Section 8 — Biennial inspections	93.0%	61.0%	85.0%	97.0%	96.0%	*	*	Up	Up
Section 8 — Annual recertifications	98.0%	99.0%	99.0%	99.0%	99.0%	*	*	Neutral	Up
Section 8 — Applicants placed through vouchers	3,632	2,397	6,660	2,974	6,358	*	*	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 sexual assault victims, as well as all categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault, or stalking. The emergency transfer priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development. The number of residents approved for this category of emergency transfer dropped by 22 percent, from 1,552 in Fiscal 2023 to 1,207 in Fiscal 2024. The processing time was 24 percent faster from 13.34 days to 10.09 days and remained below the 45-day target.

Initial social service tenant contacts conducted within five days of the referrals increased from 92 percent in Fiscal 2023 to 95 percent in Fiscal 2024. Staff continue to prioritize doing the initial outreach and documenting their efforts within the 5-day time frame. Referrals to supportive services provided to senior residents were up by 4 percent from 38,083 in Fiscal 2023 to 39,684 in Fiscal 2024. The Elderly Safe at Home (ESAH) program provides case assistance services at 20 designated sites for the older adult population. The program was fully staffed during the reporting period compared to last fiscal year which led to more residents served and referrals provided.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Residents approved for emergency transfers	1,776	2,266	1,783	1,552	1,207	*	*	Down	*
★ Emergency transfer disposition time (days)	14.93	17.16	12.20	13.34	10.09	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	91%	93%	91%	92%	95%	76%	76%	Neutral	Up
Referrals to supportive social services for senior residents	41,586	81,176	34,263	38,083	39,684	*	*	Down	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None									

Goal 3b

Increase employment opportunities for NYCHA residents.

Resident job placements include direct placements through NYCHA's Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as partner placements. Overall placements were down five percent from 2,652 in Fiscal 2023 to 2,531 in Fiscal 2024, but there was an increase in partner placements, mainly Job-Plus, Green City Force, and Grace Institute.

The percentage of job placements to program graduates declined to 78 percent in Fiscal 2024 from 84 percent in Fiscal 2023. This is largely due to the timing of the placements of residents who recently completed two programs and who are awaiting placement. The two programs are the NYCHA Clean energy Program at LaGuardia Community College and General Utility training program with Consortium for Worker Education (PINCC). The placements for these programs will be reported in the next fiscal year.

The youth placed in jobs through youth employment programs increased by 19 percent from 3,630 in Fiscal 2023 to 4,325 in Fiscal 2024. 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 Career FIRST and MAP to \$uccess programs.

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
★ Resident job placements — Total	2,127	1,411	1,663	2,652	2,531	⬆️	⬆️	Up	Up
— Direct placements	862	1,175	1,110	1,031	854	1,593	1,593	Neutral	Up
— Program and partner placements	1,265	236	553	1,621	1,677	*	*	Up	*
— Job training graduates placed (%)	91%	86%	71%	84%	78%	*	*	Down	Up
— Youth placed through youth employment programs	3,896	3,231	3,516	3,630	4,325	*	*	Up	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	147,520	156,054	167,095	152,274	131,289	*	*	Neutral	*
E-mails responded to in 14 days (%)	95.7%	98.6%	98.4%	82.4%	NA	*	*	NA	Up
Average wait time to speak with a customer service agent (minutes:seconds)	14:50	NA	40:54	28:42	44:42	*	*	NA	Down
CORE facility rating	97	97	99	95	98	*	*	Neutral	Up
Calls answered in 30 seconds (%)	74.0%	76.5%	67.5%	63.8%	32.5%	*	*	Down	Up
Agency customers surveyed for overall customer satisfaction	37,135	19,793	25,167	27,148	11,135	*	*	Down	Up
Customers rating service good or better (%)	75.4%	72.6%	73.0%	79.0%	84.0%	71.0%	71.0%	Up	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY20	FY21	FY22	FY23	FY24	FY24	FY25	
Expenditures (\$000,000) ³	\$3,749.2	\$4,035.3	\$4,035.3	\$4,652.0	\$4,866.4	\$4,413.2	\$5,283.3	Up
Revenues (\$000,000)	\$3,486.2	\$3,948.4	\$3,948.4	\$4,704.1	\$4,814.0	\$4,378.3	\$5,229.0	Up
Personnel	11,061	11,689	11,772	11,891	11,896	12,509	11,877	Up
Overtime paid (\$000,000)	\$148.0	\$155.7	\$155.7	\$198.0	\$209.2	\$100.0	\$109.5	Up
Capital commitments (\$000,000)	\$175.7	\$103.1	\$235.1	\$416.6	\$768.2	\$1,105.7	\$1,063.8	Up
¹ Actual 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. ² Authorized Budget Level ³ Expenditures 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 Fiscal 2025 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. Additionally, every six months (including most recently on January 31, 2024 and July 31, 2024), NYCHA submits reports pursuant to the HUD Agreement, Exhibit A Paragraph 30(b) on compliance efforts and shortfalls related to the Lead Safe Housing Rule and EPA lead-based paint regulations.
- In an effort to streamline its indicators pertaining to vacant units, NYCHA removed the 'Average time to prepare vacant units' indicator which only measures the time to do all the repairs to prepare apartments for rental. NYCHA will keep the 'Average turnaround time for vacant units (days)' indicator which measures the entire time from when the apartment is vacated to when it's re-occupied.
- The indicator 'New move-ins (units)' and 'Vacant available units' were added to Goal 1c to provide contextual information on the activities pertaining to vacant units.
- The Fiscal 2025 target for 'Average Turnaround time for vacant units (days)' was updated from 30 days to 300 days. The adjustment in the target for the turnaround time for vacant units reflects a more realistic timeline based on the current operational challenges of NYCHA having over 5,000 vacant available units that need to be prepped for rental as well as the units that are already prepped waiting for a selection by an applicant. NYCHA achieved an average turnaround time of 397 days for Fiscal 2023 and Fiscal 2024 and the new target aims to improve this performance.
- The Fiscal 2025 target for 'Units abated for lead' was updated to 3,000 units.
- The Fiscal 2025 target for 'Average time to complete maintenance work orders (days)' was updated to 7 days.
- 'Average time to resolve emergency service requests (hours)', 'Average time to resolve heat outages (hours)', and 'Average time to resolve elevator outages (hours)' were renamed to 'Average time to resolve emergency service requests (hours:minutes)', 'Average time to resolve heat outages (hours:minutes)', and 'Average time to resolve elevator outages (hours:minutes)'. The previously published data was also revised from decimal format to hh:mm format.
- 'Average wait time to speak with a customer service agent (minutes)' was renamed to Average wait time to speak with a customer service agent (minutes:seconds) The previously published data was also revised from decimal format to mm:ss format. This change was made in order to standardize publication of time-value indicators.
- Fiscal 2024 data for 'E-mails responded to in 14 days (%)' is not available.

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
- 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.

