



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 513,428 authorized residents in 177,565 apartments within 335 housing developments and units leased through the Section 8 program. NYCHA serves 290,006 authorized residents in 150,380 apartments within 234 housing developments through the conventional public housing program (Section 9) and 50,660 authorized residents in 27,185 units within 101 developments that were converted to the Permanent Affordability Commitment Together (PACT) program. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to 111,330 families in locating and renting units in the private market. In addition, NYCHA facilitates access to social services through a variety of programs.

NYCHA, which was established in 1934, 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. In addition to a \$5 billion capital projects portfolio, through PACT, the New York City Public Housing Preservation Trust (the Trust), and Comprehensive Modernization (the Authority's large-scale renovation program of its public housing developments), 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 federal Department of 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 programs, policies, and partnerships to support residents with employment, training, education, and health. In Fiscal 2025, NYCHA engaged 220,406 residents in the design and implementation of key initiatives, including planning for PACT conversions and the Trust. A total of 73 resident association leadership elections were completed during the fiscal year, all of which required extensive engagement of residents. Resident engagement is central to NYCHA's efforts to deliver better services, transform as an organization, and bring NYCHA buildings the capital investment they need to support the generations of New Yorkers to come. NYCHA also continued to facilitate an engagement plan for planning the future of the Trust.

In Fiscal 2025, resident votes were completed at Coney Island Houses and Coney Island I (Site 1B), both in Coney Island, Brooklyn, at Hylan Houses in Bushwick, Brooklyn, and at Randall Avenue-Balcom Avenue and Throggs Neck Addition developments in the Bronx. 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. The Trust model allows NYCHA to continue to own, operate, and maintain the property while unlocking higher, more stable Section 8 funding streams from the federal government, while the PACT model allows NYCHA to own the property while private developers perform capital improvements and manage the property. 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. 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. Coney Island Houses and Throggs Neck Addition developments elected to remain in Section 9. Randall Avenue-Balcom Avenue development residents voted to enter the PACT program. Following an initial tie vote, NYCHA conducted a run-off election at Hylan Houses in the Bushwick neighborhood of Brooklyn; Hylan Houses opted into the Trust model.

The Trust now has four developments with 1,776 units in its pipeline at various stages of pre-development. In Fiscal 2025, the Trust shortlisted design-builders to complete comprehensive renovations of Bronx River Addition development in the Bronx and Nostrand Houses in Brooklyn and began reviewing proposals. The Trust also released a Request for Qualifications for design-builders to renovate the Coney Island I (Site 1B) development. Planning for comprehensive modernization started at Hylan Houses in anticipation of a procurement for a design-build partner in Fiscal 2026. Residents have partnered with the Trust throughout the pre-development process, including by serving on the selection committees for the design-builders; sharing priorities for the upcoming renovations and provision of community services and property operations; and learning more about the conversion to the Section 8 funding platform.

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.

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.

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 2025

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

NYCHA has been working diligently to improve its rent collection. Rent collection was significantly impacted by the effects of the COVID-19 pandemic, which left many NYCHA residents struggling to pay their arrears. Cumulative rent collection dipped slightly from 69.2 percent in Fiscal 2024 to 68.6 percent in Fiscal 2025. NYCHA did not meet the target of 97.5 percent. Rent delinquency remained steady at 44.3 percent in Fiscal 2025. As of June 2025, 62,144 households were in rent arrears, a drop of four percent compared to the same period last year (64,711).

As part of the effort to decrease rent delinquencies, NYCHA has worked directly with the New York State Office of Temporary and Disability Assistance (OTDA) to obtain benefits on behalf of households, first under the Emergency Rental Assistance Program (ERAP), and more recently the New York State-funded COVID-19 Rental Assistance Program (CRA) and the federally funded HOME American Rescue Plan Program (HOME-ARP). These one-time programs are intended to help residents recover from the economic impacts of the COVID-19 pandemic so that they can better meet their ongoing obligation to pay rent. As of June 2025, NYCHA residents have received \$34,500,047 from CRA and \$95,040,734 from HOME-ARP. Rent payments are a crucial part of NYCHA's budget, as the money goes toward property maintenance and repairs. NYCHA will continue to monitor the rent collection trends through bi-weekly rent collection meetings, which bring departments from across the Authority together to review performance and identify areas for improvement.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Rent collection (%)	78.1%	66.8%	62.2%	69.2%	68.6%	97.5%	97.5%	Neutral	Up
Rent delinquency rate (%)	40.2%	44.5%	45.3%	44.2%	44.3%	*	*	Neutral	Down
Households in rent arrears	62,569	68,459	68,609	64,711	62,144	*	*	Neutral	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 was 17 percent faster in Fiscal 2025 than in Fiscal 2024, down from 20 hours and 43 minutes to just over 17 hours in Fiscal 2025 and remaining 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. NYCHA continues to prioritize these time-sensitive work orders.

The average days to complete maintenance work orders dropped by 19 percent from 5.03 days in Fiscal 2024 to 4.06 days in Fiscal 2025 and was below the target of seven days. The average days to complete skilled trades and vendor work orders also dropped by three percent from 133.37 days in Fiscal 2024 to 129.65 days in Fiscal 2025. While still facing incredible challenges with the aging infrastructure and staggering capital needs, NYCHA has seen improvement for work order timeliness through stronger coordination and sequencing of work orders with Neighborhood Planners and Skilled Trade Teams. This includes better planning and scheduling, improved communication with residents, increased worker accountability and productivity, systems enhancement, and better data tools to increase transparency and facilitate performance monitoring. Most notably, NYCHA has placed greater emphasis on reducing missed appointments for skilled trades by collaborating with its Federal Monitor on a new dashboard system that enables detailed insight into each skilled trade appointment. Since the launch of this new tool in January 2025, NYCHA had reduced its missed skilled trade appointments, with hundreds of additional on-time appointments made for NYCHA residents per month. NYCHA also regularly holds detailed reviews with its Neighborhood Planners and Skilled Trade Supervisors to improve their overall performance and remove bottlenecks from their workstreams.

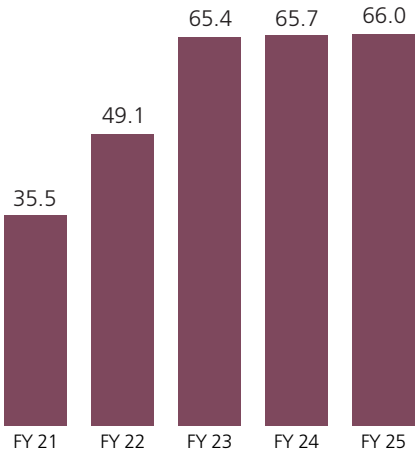
NYCHA continues to improve its response to elevator outages. The average time to resolve elevator outages dropped by 10 percent to 6 hours and 3 minutes in Fiscal 2025 from 6 hours and 44 minutes in Fiscal 2024 and was below the target of 10 hours. The elevator service uptime was 99.4 percent, exceeding the target of 97 percent. Efforts to improve elevator service include backfilling vacancies in the elevator mechanic, elevator mechanic helper, and city laborer titles; hiring and training additional elevator mechanic teams; and installing new elevator equipment such as air conditioners in motor rooms and

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, which prioritizes difficult elevator repairs for supervisor or specialized assistance to cut down on outage time, to track progress on repairs. The number of alleged elevator injuries increased from one in Fiscal 2024 to 11 in Fiscal 2025. Most alleged elevator injuries are related to issues with aging door operators that may open or close too quickly during severe wet weather; NYCHA is actively upgrading to new waterproof door operators to minimize weather-related outages and injuries. There were no elevator-related fatalities. NYCHA offers ongoing training and safety communication to field staff and residents to help reduce these occurrences. 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.

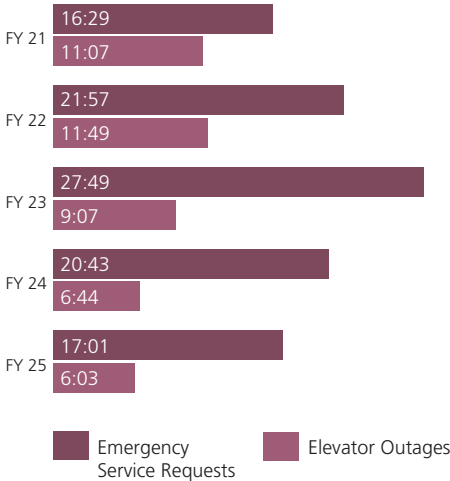
In Fiscal 2025, NYCHA made significant progress towards meeting the targets for safety and cleanliness laid out in the 2019 HUD Agreement. NYCHA has updated the Standard Procedures, made systems enhancements, boosted training, and increased data analytics and staffing. Despite improvements across several measures, NYCHA has not yet met certain standards and deadlines set forth in the HUD Agreement and continues to work with an independent federal monitor to improve its compliance with these requirements. The monitor is in place with access to NYCHA information and personnel and continues to issue quarterly reports on NYCHA's compliance with the agreement. The HUD Agreement commits NYCHA to invest in capital upgrades for its outdated pest and waste management infrastructure. These efforts include installing new rat slabs that help to prevent mice and rats from entering crawl spaces, containers, and recycling infrastructure. In October 2023, NYCHA created a specialized team that responds to rat complaints within 24 hours. This has driven the reduction in response time to rat complaints; in Fiscal 2025, the percentage of rat complaints responded to within two business days improved by 17 percentage points, up from 73.6 percent in Fiscal 2024 to 90.1 percent, exceeding the target of 75 percent. The percentage of rat complaints responded to within five days increased by 13 percentage points from 80.2 percent to 93.3 percent. For bedbugs, mice, and roaches, the continued focus on thoroughness of response and on identifying the root cause of infestations has also led to faster response times; in Fiscal 2025, the percentage of complaints from these pests responded to within seven days increased by 44 percentage points, from 32.4 percent in Fiscal 2024 to 76.2 percent in Fiscal 2025. Similarly, the percentage of these pest complaints responded to within 10 days increased by 40 percentage points, from 52.4 percent in Fiscal 2024 to 92.1 percent in Fiscal 2025. NYCHA continues to focus on scheduling work orders within seven days to ensure a timely response.

In Fiscal 2025, NYCHA continues to remediate mold to meet the HUD Agreement goals. NYCHA continues to use tools, such as its Mold and Leak Scorecard data dashboard, to help identify issues and expedite mold inspection and removal where it is needed most. Additionally, NYCHA is working to reduce the backlog of open mold remediation, tub enclosure, and plumbing work orders to complete mold and leak repairs. NYCHA has improved inspection and remediation even if these areas of work are not yet meeting the HUD Agreement targets. The percentage of mold removed within five business days improved from 9.2 percent in Fiscal 2024 to 11.5 percent in Fiscal 2025. Simple mold cases completed within seven days dropped two percentage points from 30.2 percent to 28.0 percent. NYCHA faces challenges with the increased workload for maintenance workers and for workers with the Caretaker X title in other critical areas, such as the requirement that NYCHA inspect every apartment each year, and the work to increase the number of vacant apartment turnovers at each property. Staff responsible for these inspections and turnovers also respond to simple mold cases.

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



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



NYCHA has improved its handling of complex mold cases. The percentage of complex mold cases resolved within 15 days increased from 3.7 percent in Fiscal 2024 to 7.6 percent in Fiscal 2025. NYCHA is not yet meeting the HUD Agreement goal of 95 percent. These cases are complex, as they involve multiple skilled trades and visits to address the root cause and perform restoration and cosmetic repairs. All these conditions are exacerbated by the aging of the buildings and the growing capital need.

In Fiscal 2025, NYCHA remediated five percent more units for lead than in Fiscal 2024, exceeding its target of 3,000 units abated to comply with the lower legal threshold for lead first enacted in Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours:minutes)	16:29	21:57	27:49	20:43	17:01	24:00	24:00	Neutral	Down
★ Average time to resolve non-emergency service requests (days)	35.5	49.1	65.4	65.7	66.0	15.0	↓	Up	Down
Non-emergency service requests resolved within 15 days (%)	NA	74%	71%	75%	77%	75%	75%	NA	Up
Non-emergency service requests resolved within 60 days (%)	NA	85%	82%	85%	85%	100%	100%	NA	Up
Average time to complete maintenance work orders (days)	NA	8.10	6.23	5.03	4.06	*	7.00	NA	Down
Average time to complete skilled trades and vendor work orders (days)	NA	77.40	109.04	133.37	129.65	*	*	NA	Down
★ Average time to resolve heat outages (hours:minutes)	7:20	8:16	7:30	6:37	6:50	12:00	12:00	Down	Down
★ Average time to resolve elevator outages (hours:minutes)	11:07	11:49	9:07	6:44	6:03	10:00	10:00	Down	Down
★ Elevator outages resolved within 10 hours (%)	NA	71.80%	77.78%	87.12%	89.65%	85.00%	85.00%	NA	Up
★ Average outage per elevator per month	1.09	1.07	0.93	0.78	0.70	1.01	1.01	Down	Down
★ Elevator service uptime (%)	98.2%	97.8%	98.0%	99.3%	99.4%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	7	6	6	1	11	↓	↓	Up	Down
★ Elevator-related fatalities	0	0	0	0	0	↓	↓	Neutral	Down
★ Rat complaints responded within 2 business days (%)	NA	44.2%	40.7%	73.6%	90.1%	75.0%	75.0%	NA	Up
★ Rat complaints responded within 5 days (%)	NA	52.7%	53.0%	80.2%	93.3%	100.0%	100.0%	NA	Up
★ Other pest complaints responded within 7 days (%)	NA	30.0%	17.9%	32.4%	76.2%	75.0%	75.0%	NA	Up
★ Other pest complaints responded within 10 days (%)	NA	35.5%	26.4%	52.4%	92.1%	100.0%	100.0%	NA	Up
★ Mold removed within 5 business days (%)	NA	2.9%	6.6%	9.2%	11.5%	95.0%	95.0%	NA	Up
Simple mold repairs completed within 7 days (%)	NA	17.9%	28.1%	30.2%	28.0%	95.0%	95.0%	NA	Up
★ Complex mold repairs completed within 15 days (%)	NA	2.1%	3.6%	3.7%	7.6%	95.0%	95.0%	NA	Up
★ Mold cases without recurrence (%)	NA	87.9%	86.7%	83.6%	87.9%	85.0%	85.0%	NA	Up
★ Units abated for lead	NA	621	3,267	5,037	5,295	↑	↑	NA	Up
Management cost per dwelling unit per month (\$)	\$1,132	\$1,197	\$1,372	\$1,345	\$1,419	\$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 dropped 13 percent from 424.4 days in Fiscal 2024 to 371.1 days in Fiscal 2025. NYCHA is above the target of 300 days, but has made significant progress in prioritizing the turning over of vacant units by completing the required preparation, including completing needed repairs and inspections. The number of new move-ins rose by 42 percent from 3,251 in Fiscal 2024 to 4,630 in Fiscal 2025, and as of June 2025, there were 18 percent more vacant units with turnover in progress (5,986) compared to the same point last year (5,087). This is primarily due to the return to the rent roll of units that were previously held for relocation for the comprehensive modernization projects at some NYCHA developments.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average turnaround time for vacant units (days)	114.2	160.8	370.0	424.4	371.1	300.0	300.0	Up	Down
New move-ins (units)	NA	NA	2,104	3,251	4,630	*	*	NA	*
Vacant units - turnover in process	NA	NA	NA	5,087	5,986	*	*	NA	*
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕↔ Directional Target		* None			

Goal 1d

Improve safety and security.

The number of felony crimes in NYCHA developments reported by the New York City Police Department (NYPD) dropped by nine percent in Fiscal 2025, down from 6,117 in Fiscal 2024 to 5,581. NYCHA continues to strengthen its relationship with law enforcement agencies, and takes safety measures such as assigning security guards to 51 senior housing locations, conducting weekly homeless initiatives with the NYPD and the Department of Homeless Services (DHS), and running Resident Watch as well as an anonymous tip line. In Fiscal 2025, NYCHA collaborated with NYPD on the removal of illegal e-bikes from NYCHA development property and conducted Comprehensive Development Safety and Risk Assessments to help identify developments at high risk for safety concerns. To prevent package and delivery thefts, NYCHA’s Office of Public Safety is working with Amazon to install exterior lockers in every development where residents are receptive to the program.

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 for residents. Capital improvements for safety and security cover cameras for closed circuit monitoring of entryways, corners, elevator lobbies and select roofs. Improvements include lighting upgrade or replace existing lighting with new more efficient and brighter lamps to better illuminate paths of travel, lobbies, and exterior of buildings. Entryway projects focus on the installation of new doors, locksets, and layered access controls which utilize electronic entry and intercoms to provide access to residents. In Fiscal 2025, NYCHA has completed CCTV/LAC projects across 71 developments, new lighting across 34 developments, and new entrances at 12 developments. Additional security upgrades and investments are forecasted across 12 developments, with active construction at six sites, and projects in the planning, design, and procurement phases for another six developments. New lighting projects are in construction at four sites, while one additional project is in planning. New entrances are being constructed at two developments, and seven developments are in pre-construction phases.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	14.9	17.6	17.9	19.4	19.4	*	*	Up	Down
★ Major felony crimes in public housing developments	5,373	5,859	6,062	6,117	5,818	↘	↘	Neutral	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.

In Fiscal 2025, the percentage of active capital projects on schedule or with minor delays increased from 67.2 percent to 75.4 percent, meeting a target of 75 percent that was set in line with industry practice. This is an eight percentage-point increase in completing work within the forecasted schedule and is the result of improvements in planning, schedule management and broader project management practices that NYCHA’s Asset & Capital Management Division implemented from Fiscal 2022 through Fiscal 2024. The percentage of active capital projects in the construction phase that are on schedule or with minor delays dipped from 85.1 percent in Fiscal 2024 to 82.1 percent in Fiscal 2025 and was below the 85 percent target. This decrease of three percent is driven by projects in NYCHA’s heating, elevator, and roofing programs at large developments which have experienced extended delays due to site coordination and conditions related issues, as well as internal and external agency approvals.

The PACT program leverages public-private partnerships to complete comprehensive repairs in NYCHA developments. NYCHA's goal is to convert 62,000 apartments to PACT. Through PACT, developments are included in the federal Rental Assistance Demonstration (RAD) program, which converts them 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 2025, through the PACT program, NYCHA preserved 14 developments consisting of 76 buildings and 5,434 units, a 46 percent increase in units from Fiscal 2024 (though still below the target) even though fewer buildings and developments were preserved. There were 4,191 units rehabbed through PACT, up 38 percent from Fiscal 2024. The public housing portfolio has decreased as more developments are converting to PACT. NYCHA's conventional Section 9 program now consists of about 150,000 units across 234 developments and 1,858 buildings.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Active capital projects on track or with minor delays (%)	NA	NA	NA	67.2%	75.4%	75.0%	75.0%	NA	Up
★ Active capital projects in construction phase on track or with minor delays (%)	NA	NA	NA	85.1%	82.1%	85.0%	85.0%	NA	Up
★ Public Housing Portfolio — Unit Inventory	168	162	160	156	150	*	*	Down	*
Public Housing Portfolio — Buildings	2,198	2,106	2,063	1,934	1,858	*	*	Down	*
Public Housing Portfolio — Developments	285	277	273	248	234	*	*	Down	*
PACT Portfolio — Developments preserved	17	8	4	25	14	*	*	Up	*
PACT Portfolio — Buildings preserved	38	79	43	128	76	*	*	Up	*
PACT Portfolio — Units preserved	1,718	5,909	2,597	3,728	5,434	9,000	9,000	Up	*
PACT Portfolio — Units rehabbed	1,810	2,625	0	3,039	4,191	*	*	Up	Up
PACT Portfolio — Cumulative developments preserved	50	58	62	87	101	*	*	Up	*
PACT Portfolio — Cumulative buildings preserved	NA	305	348	476	552	*	*	NA	*
PACT Portfolio — Cumulative units preserved	9,517	15,426	18,023	21,751	27,185	*	*	Up	*
PACT Portfolio — Cumulative units rehabbed	NA	5,830	5,830	8,869	13,060	*	*	NA	*
★ 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.

The number of applicants placed in public housing rose by 71 percent from 1,215 in Fiscal 2024 to 2,077 in Fiscal 2025, as NYCHA has prioritized the preparation of vacant units for rental. The number of homeless applicants placed in public housing more than doubled from 510 to 1,021, as NYCHA received double the number of weekly referrals from DHS in Fiscal 2025 compared to Fiscal 2024 (100 compared to 50). The number of homeless applicants placed through Section 8 decreased 48 percent from 2,125 in Fiscal 2024 to 1,097 in Fiscal 2025. This decrease is a result of a combination of factors, including NYCHA reaching its allotment for the Emergency Housing Voucher Program.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Apartment attrition rate (%)	3.9%	3.2%	3.0%	3.4%	4.1%	*	*	Neutral	*
★ Occupancy rate (%)	98.6%	97.5%	96.8%	96.3%	95.5%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	3,035	1,362	1,029	1,215	2,077	*	*	Down	Up
Homeless applicants placed in housing — Total	2,323	1,842	4,425	2,635	2,118	*	*	Neutral	*
– NYCHA housing	1,597	668	650	510	1,021	*	*	Down	*
– Section 8	726	1,174	3,775	2,125	1,097	*	*	Up	*
Working families residing in public housing (cumulative) (%)	45.3%	42.8%	38.2%	38.5%	38.3%	*	*	Down	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None									

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

As of June 2025, the number of families on the Section 8 waiting list increased from 5,000 to approximately 197,000. 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.

The Housing Assistance Payments (HAP) funding utilization rate increased by seven percentage points from 98 percent in Fiscal 2024 to 105 percent in Fiscal 2025. NYCHA can use over 100 percent of its HAP funding for a fiscal year when new resident admissions and new rent increases occur in the new calendar year. When this occurs, NYCHA is able to use available HUD-held funds to cover the amount over 100 percent.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
● Section 8 — Families on waiting list (000)	34	17	16	5	197	*	*	Up	Down
Section 8 — Maximum allowable vouchers	106,410	108,410	109,823	112,346	116,671	*	*	Neutral	*
Section 8 — Funded vouchers	88,880	93,570	97,070	98,947	101,943	*	*	Up	*
Section 8 — Funded vouchers occupied units (%)	100.0%	99.0%	97.0%	98.0%	101.0%	97.0%	97.0%	Neutral	Up
★ Section 8 — Utilization rate for authorized vouchers (%)	84.0%	84.0%	85.0%	85.0%	89.0%	86.0%	86.0%	Neutral	Up
Section 8 — Housing Assistance Payments funding utilization rate (%)	99.0%	100.0%	93.0%	98.0%	105.0%	*	*	Neutral	*
★ Section 8 — Occupied units	88,143	93,028	98,414	104,040	111,164	87,000	87,000	Up	Up
Section 8 — Biennial inspections	61.0%	85.0%	97.0%	96.0%	98.0%	*	*	Up	Up
Section 8 — Annual recertifications	99.0%	99.0%	99.0%	99.0%	99.0%	*	*	Neutral	Up
Section 8 — Applicants placed through vouchers	2,397	6,660	2,974	6,358	6,320	*	*	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 10 percent, from 1,207 in Fiscal 2024 to 1,084 in Fiscal 2025. The decrease in residents approved for emergency transfers during this period is due to NYCHA restoring many closed transfer requests rather than having tenants reapply for new transfers, while still ensuring their transfer needs are met. If the cases were not restored, tenants would have to submit new transfer requests which would have increased the number of approved transfers. The processing time for emergency transfers rose by 16 percent from 10.09 days to 11.68 days but remained well below the 45-day target. This increase is primarily attributed to a technical error with the processing of transfer requests as well as the lack of proper documents in a small number of cases. NYCHA created an internal process to monitor and resolve these issues in a timely manner.

Referrals to supportive services provided to senior residents declined by 23 percent from 39,684 in Fiscal 2024 to 30,530 in Fiscal 2025. This is because during this period, Elderly Safe at Home (ESAH) programs decreased from 20 to 17 designated sites due to PACT conversions.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Residents approved for emergency transfers	2,266	1,783	1,552	1,207	1,084	*	*	Down	*
★ Emergency transfer disposition time (days)	17.16	12.20	13.34	10.09	11.68	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	93%	91%	92%	95%	97%	76%	76%	Neutral	Up
Referrals to supportive social services for senior residents	81,176	34,263	38,083	39,684	30,530	*	*	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 seven percent from 2,531 Fiscal 2024 to 2,361 in Fiscal 2025. Direct placements rose seven percent from 854 to 914. Partner placements decreased by 14 percent from 1,677 to 1,447 due to the closing of a Jobs Plus site (a place-based employment program designed to increase the earnings and employment of working-age residents in designated public housing) in East Harlem and reorganization of another in July 2024.

The percentage of job placements to program graduates rose by five percentage points from 78 percent in Fiscal 2024 to 83 percent in Fiscal 2025. Higher partner placements (such as Green City Force), as well as the inclusion of graduates of several vocational training programs who completed training in late Fiscal 2024 but were placed in Fiscal 2025 contributed to the increase.

Youth placed in jobs through youth employment programs decreased by two percent from 4,325 in Fiscal 2024 to 4,248 in Fiscal 2025. 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	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Resident job placements — Total	1,411	1,663	2,652	2,531	2,361	⬆️	⬆️	Up	Up
– Direct placements	1,175	1,110	1,031	854	914	1,593	1,593	Down	Up
– Program and partner placements	236	553	1,621	1,677	1,447	*	*	Up	*
– Job training graduates placed (%)	86%	71%	84%	78%	83%	*	*	Neutral	Up
– Youth placed through youth employment programs	3,231	3,516	3,630	4,325	4,248	*	*	Up	Up
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	156,054	167,095	152,274	131,289	158,052	*	*	Neutral	*
E-mails responded to within 14 days (%)	98.6%	98.4%	82.4%	NA	NA	*	*	NA	Up
Average wait time to speak with a customer service agent (minutes:seconds)	NA	40:54	28:42	44:42	33:08	*	*	NA	Down
CORE facility rating	97	99	95	98	92	*	*	Neutral	Up
Calls answered within 30 seconds (%)	76.5%	67.5%	63.8%	32.5%	27.1%	*	*	Down	Up
Agency customers surveyed for overall customer satisfaction	19,793	25,167	27,148	11,135	9,698	*	*	Down	Up
Customers rating service good or better (%)	72.6%	73.0%	79.0%	84.0%	94.0%	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
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	
Expenditures (\$000,000) ³	\$4,035.3	\$4,035.3	\$4,652.0	\$4,866.4	\$5,300.7	\$5,355.8	\$5,546.9	Up
Revenues (\$000,000)	\$3,948.4	\$3,948.4	\$4,704.1	\$4,814.0	\$5,413.1	\$5,355.8	\$5,329.9	Up
Personnel	11,689	11,772	11,891	11,896	11,998	12,451	12,368	Up
Overtime paid (\$000,000)	\$155.7	\$155.7	\$198.0	\$209.2	\$212.0	\$181.6	\$181.6	Up
Capital commitments (\$000,000) ⁴	\$103.1	\$235.1	\$416.6	\$862.2	\$571.8	\$968.8	\$1,279.5	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 ⁴ Includes funds authorized in the City budget only, and excludes federal, State and other capital funds utilized by NYCHA. "NA" - Not Available * None								

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The target for the indicator 'Average time to resolve non-emergency service requests (days)' in Goal 1b has been removed starting in Fiscal 2026. The new indicators on percentage of non-emergency service requests completed within 15 and 75 days better illustrate NYCHA's service goals for non-emergency service requests.
- The indicators 'Non-emergency service requests completed within 15 days,' with a target of 75 percent, and 'Non-emergency service requests completed within 60 days,' with a target of 100 percent, were added to Goal 1b. These additions reflect alignment with NYCHA's service goals.
- Four new indicators related to the PACT program were added to Goal 2a. In addition to the existing metrics that measure PACT preservations and rehabs completed in the current reporting period, these four new metrics will measure cumulative preservations since the inception of the PACT program. The new metrics are 'PACT Portfolio—Cumulative development preserved,' 'PACT Portfolio—Cumulative buildings preserved,' 'PACT Portfolio—Cumulative units preserved,' and 'PACT Portfolio—Cumulative units rehabbed.'
- Data was corrected for several PACT program indicators in Goal 2a. 'PACT Portfolio—Developments preserved' was corrected from 0 to 17 for Fiscal 2021 and from 0 to 8 for Fiscal 2022, 'PACT Portfolio—Units preserved' was corrected from 0 to 1,718 for Fiscal 2021 and from 0 to 5,909 for Fiscal 2022, 'PACT Portfolio—Units rehabbed' was corrected from 0 to 1,810 for Fiscal 2021, and 'PACT Portfolio—Buildings preserved' was corrected from 0 to 38 for Fiscal 2021.
- The indicator 'Vacant Available Units' has been renamed to 'Vacant units—turnover in progress.' The new name reflects the fact that these units are not immediately available to rent and may need additional work to be move-in ready.
- Fiscal 2025 data for 'Emails responded to within 14 days (%)' is NA as NYCHA no longer collects this data.

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.

