

# NEW YORK CITY HOUSING AUTHORITY

Gregory Russ, Chair/Chief Executive Officer



## WHAT WE DO

The New York City Housing Authority (“NYCHA” or the “Authority”) provides affordable housing to 547,891 authorized residents in over 177,611 apartments within 335 housing developments. NYCHA serves 349,997 authorized residents in 168,100 apartments within 285 housing developments through the conventional public housing program (Section 9) and 20,201 authorized residents in 9,511 units within 50 developments that were converted to the PACT program (Section 8). Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to approximately 88,516 families in locating and renting units. In addition, NYCHA facilitates access to social services through a variety of programs.

NYCHA is at a critical moment in its 85-year history. Years of disinvestment and deterioration have led to an emergency situation that requires an urgent and extraordinary response. Through its *Blueprint for Change* proposals, NYCHA aims to strengthen its business model and raise much-needed capital funding for its developments. In January 2019, NYCHA and the City of New York signed an Agreement with the U.S. Department of Housing and Urban Development (HUD), which outlined a set of reforms and performance targets across six pillar areas: inspections, lead, mold, pests/waste, heating, and elevators. An independent monitor is in place, working with NYCHA on these goals and issuing quarterly reports on compliance with the agreement. NYCHA is also investing in environmental resiliency and sustainability initiatives and other critical projects using funding from the recently approved City Capital Action Plan and other public funding sources. Finally, NYCHA continues to pursue NYCHA 2.0 initiatives that fund vital building and apartment upgrades while also exploring innovative strategies to build new 100% affordable housing.

## FOCUS ON EQUITY

NYCHA promotes equity by providing quality housing for 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 support residents in the areas of employment, training, education, and health. In Fiscal Year 2021, NYCHA engaged 102,133 residents in the design and implementation of key initiatives, including planning for PACT conversions and collecting public comments and feedback on the Blueprint for Change. The Authority also facilitated an extensive engagement plan for the [Transformation Plan](#), including a public comment process to ensure that all residents and stakeholders had the opportunity to share their feedback and ideas for change, townhalls meetings for stakeholders and staff, and various staff surveys. NYCHA is committed to delivering better services for residents, transforming as an organization, and investing capital across its portfolio to give residents the homes they deserve.

## OUR SERVICES AND GOALS

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### **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.
  - Goal 2d Develop new mixed-use, mixed-income housing and resources.
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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 2021

## SERVICE 1 Operate as an efficient and effective landlord.

### Goal 1a Improve rent collection.

The COVID-19 pandemic has significantly impacted NYCHA's rent collection. The cumulative rent collection decreased by eight percent, from 86.4 percent in Fiscal 2020 to 78.1 percent in Fiscal 2021 and did not meet the target of 97.5 percent. The rent delinquency increased from 37 percent in Fiscal 2020 to 40.2 percent in Fiscal 2021.

The COVID-19 crisis changed the ways NYCHA engaged with residents to support rent collection for those who were delinquent. NYCHA followed all local, state and federal guidelines. The number of households that owe money for more than one month increased by 17 percent from 41,994 in June 2020 to 49,162 in June 2021. The Authority has received and processed more interim rent adjustments as a result of income reductions, which are contributing factors to the rising numbers. Residents concerned about paying their rent or who are experiencing financial hardship can apply for rent hardship through a simplified process which allows self-certification without the documents that were previously required (pay stubs, etc.). NYCHA is also encouraging residents who are in arrears to apply for the state's Emergency Rental Assistance Program (ERAP).

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Rent collection (%)	93.7%	92.3%	89.6%	86.4%	78.1%	97.5%	97.5%	Down	Up
Rent delinquency rate (%)	30.0%	31.5%	34.9%	37.0%	40.2%	*	*	Up	Down

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

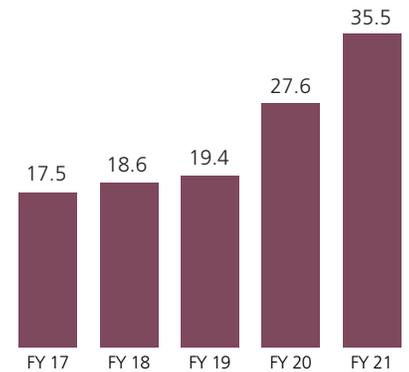
### Goal 1b Expedite maintenance and repairs.

The average time to resolve emergency complaints remained stable at 16.5 hours and was below the target of 24 hours in Fiscal 2021.

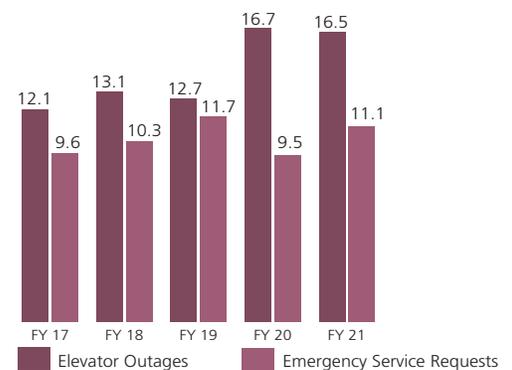
The average time to resolve non-emergency service requests increased by 29 percent, from 27.6 days in Fiscal 2020 to 35.5 days in Fiscal 2021. NYCHA attributes this increase primarily as a result of the COVID-19 pandemic. NYCHA instituted work order guidance limiting staff from conducting certain lower-priority in-unit repairs during the pandemic. Following the advice of the Occupational Safety and Health Administration (OSHA), HUD and federal, local and state public health professionals, this guidance was put in place in mid-March 2020 to protect the health and safety of NYCHA's residents and employees. This limitation on the type of work that can be performed in apartments has negatively impacted the resolution time for non-emergency work orders. NYCHA has resumed work in apartments to address non-emergency repairs and other repairs which were not performed earlier in the COVID-19 pandemic. Through its Transformation Plan, NYCHA is rolling out several work order initiatives which will improve repair time through better planning and scheduling, improved staffing allocation, increased visibility in the work order process, as well as worker accountability and productivity through constant monitoring.

Heat outage figures are reported for the heating season, which began on October 1, 2020 and ended on May 31, 2021. The average hours to resolve heat outages was 7.3, which was well below the target of 12 hours required in the January 2019 agreement with HUD. These positive results can be attributed to the continued utilization of a heating team dedicated to

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



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



resolving service interruptions 24/7, the activation of a “Situation Room” during periods of extreme cold to coordinate the response to interruptions and mobilization of resources in real time, and the constant monitoring of outage data through the use of dashboards and reports to identify issues proactively.

The average time to resolve elevator outages increased 18 percent, from 9.5 hours in Fiscal 2020 to 11.1 hours in Fiscal 2021 and was higher than the target of 10 hours. The average outage per elevator per month increased from 0.97 to 1.09. The elevator service uptime dropped to 98.2 percent but was better than the target of 97 percent. In the early months of the pandemic, the COVID-19 work order guidance severely limited preventive maintenance in single car as well as duplex buildings, which led to a higher number of outages and subsequently a longer resolution time. NYCHA resumed preventive maintenance in its elevators in September 2020 and improved the resolution time to 9.9 hours for the second half of the fiscal year. Other efforts to improve elevator service include the hiring and training of additional elevator mechanic teams and investing in air conditioners in motor rooms, door lock monitors, and other equipment. NYCHA will continue to monitor this indicator.

The percentage of elevator outages due to vandalism dropped to seven percent in Fiscal 2021 from 9.6 percent in Fiscal 2020. The decrease in vandalism is the result of continued reporting and training to accurately identify vandalism causes. The number of alleged elevator injuries decreased from nine in Fiscal 2020 to seven in Fiscal 2021. NYCHA’s consistent training and continued safety communication to field staff and residents has helped reduce the number of injuries.

The management cost per dwelling unit per month slightly increased from \$1,077 in 2020 to \$1,132 in Fiscal 2021. Operating expenses increased by \$71 million as compared to Fiscal 2020 during the same period, led by \$51.6 million in maintenance and operation costs, primarily for building sanitizing costs directly related to COVID 19 pandemic. This was followed by increases of \$12.3 million of insurance premium and professional services in general and administrative expenses and \$6.7 million in utilities.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours)	12.1	13.1	12.7	16.7	16.5	24.0	24.0	Up	Down
★ Average time to resolve non-emergency service requests (days)	17.5	18.6	19.4	27.6	35.5	15.0	15.0	Up	Down
★ Average time to resolve elevator outages (hours)	9.6	10.3	11.7	9.5	11.1	10.0	10.0	Neutral	Down
★ Average outage per elevator per month	1.06	1.07	1.16	0.97	1.09	1.01	1.01	Neutral	Down
★ Elevator service uptime (%)	98.6%	98.5%	98.1%	98.7%	98.2%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	11	7	4	9	7	↓	↓	Down	Down
★ Elevator-related fatalities	0	0	0	0	0	↓	↓	Neutral	Down
Management cost per dwelling unit per month (\$)	\$950	\$978	\$1,052	\$1,077	\$1,132	\$875	\$875	Up	*
★ Average Time (hours) to Resolve Heat Outages	NA	NA	NA	NA	7.3	12.0	12.0	NA	Down
★ Critical Indicator	● Equity Indicator	“NA” Not Available		↑↓ Directional Target	* None				

### Goal 1c Optimize apartment usage and ensure rental equity.

In Fiscal 2021, the average time to prepare vacant apartments for re-rental dropped slightly to 111.2 days, compared to 114.5 days in Fiscal 2020. NYCHA continues to face challenges in prepping and turning over units as they require extensive work, especially in the areas of carpentry, plastering, painting and lead abatement. The turnaround time to re-occupy apartments increased 17 percent from 97.8 days to 114.2 days partly due to the long prep time for vacant apartments. In addition to the use of vendors to expedite the apartment prep process, NYCHA is also exploring policy modifications to improve the prospective tenant’s experience during the apartment selection process by reducing the time between the apartment selection and the move-in date. These efforts should help reduce the overall time for re-occupancy.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Average time to prepare vacant apartments (days)	45.2	50.8	83.5	114.5	111.2	20.0	20.0	Up	Down
★ Average turnaround time for vacant apartments (days)	55.1	51.8	76.5	97.8	114.2	30.0	30.0	Up	Down
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None				

### Goal 1d Improve safety and security.

The crime rate rose by 18 percent to 14.9 in Fiscal 2021 from 12.6 in Fiscal 2020. NYCHA continues to strengthen its relationship with the NYPD and other law enforcement agencies. NYCHA is also developing ways to boost resident engagement; work 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.

As part of the Mayor's Action Plan for Neighborhood Safety (MAP), construction has been completed for new exterior lighting at 14 MAP developments. Construction is completed at 13 of the 15 MAP developments that are receiving CCTV/LAC installation. As of June 30, 2021, CCTV and LAC installations have been completed at 57 of the 63 developments, and work is ongoing at five remaining sites. An additional 28 non-MAP developments are projected to have security enhancement work to begin in Fiscal Year 2022. This includes exterior site lighting, CCTV, and LAC.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	12.7	12.3	12.4	12.6	14.9	*	*	Up	Down
★ Major felony crimes in public housing developments	5,084	4,853	4,766	4,844	5,373	↓	↓	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.

The percentage of active capital projects in construction on schedule was 89 percent in Fiscal 2021, down from 94.2 percent in Fiscal 2020. The percentage of all active capital projects on schedule was 73.0 percent in Fiscal 2021, compared to 78.9 percent in Fiscal 2020. The COVID-19 pandemic significantly impacted on time performance. It caused a six-month moratorium on city funded projects which was lifted in November 2020. The performance of non-city funded projects already in progress was restricted by CDC guidelines, which limited the number of staff that could be within a specific space on the site. Some vendors elected not to continue their work at the peak of the pandemic. A shortage of labor and supplies resulted in project delays. Department of Buildings and other regulatory inspections were also paused during this time. NYCHA's Capital Projects Division (CPD) continues to assess the risks and deploy strategies to remediate issues and improve the delivery time of the portfolio.

Announced in November 2018, NYCHA is addressing \$12.8 billion in overdue repairs in 62,000 apartments through public-private partnerships as part of its Permanent Affordability Commitment Together (PACT) initiative, which includes the federal Rental Assistance Demonstration (RAD) program. All 62,000 apartments will be converted to Section 8 funding and remain permanently affordable. Section 8 funding provides a more stable flow of federal subsidy and allows NYCHA and its development partners to raise external financing to address a development's capital repair needs. Quality private managers will maintain and operate the buildings. Residents will pay rent limited to 30 percent of their income and retain robust rights and protections. Partnerships also deliver valuable social services from nonprofit partners to residents.

NYCHA selects sites for the PACT program that have the highest capital needs and operating challenges. To date, NYCHA has converted 9,517 apartments through PACT since the initiative's launch, raising more than \$1.75 billion to fund comprehensive repairs. Renovations are complete at more than 3,200 apartments in Queens and the Bronx. Major upgrades are underway at approximately 6,300 apartments and another 6,475 apartments across New York City are part of projects that are currently in predevelopment for comprehensive repairs.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Active capital projects on schedule (%)	69.4%	76.3%	68.3%	78.9%	73.0%	75.0%	75.0%	Neutral	Up
★ Active capital projects in construction phase on schedule (%)	86.9%	89.8%	77.3%	94.2%	89.0%	85.0%	85.0%	Neutral	Up
Number of buildings (Public Housing Portfolio)	2,442	2,418	2,351	2,252	2,198	*	*	Down	*
Number of developments transitioned (RAD/PACT Portfolio)	NA	NA	18	14	17	*	*	NA	*
Number of buildings transitioned (RAD/PACT Portfolio)	NA	NA	67	97	38	*	*	NA	*
Number of apartments transitioned through PACT/RAD (RAD/PACT Portfolio)	NA	NA	2,458	3,940	1,718	*	*	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.

NYCHA's occupancy rate has remained stable at 98.6 percent in Fiscal 2021 compared to 98.8 percent in Fiscal 2020. As of June 2021, NYCHA had 168,100 Section 9 units. The number of applicants placed in public housing decreased by nine percent, from 3,330 in Fiscal 2020 to 3,035 in Fiscal 2021. Among the contributing factors to the decrease is the availability of fewer units due to RAD/PACT conversions, including those scheduled for conversion later this year as new rentals have stopped at these sites. The longer apartment prep time has also impacted placements. NYCHA will continue to monitor this indicator.

The overall number of homeless households placed in housing in Fiscal 2021 was 13 percent lower compared to Fiscal 2020. The number of homeless placed in public housing dropped from 1,913 to 1,597 and the number of homeless placed through Section 8 decreased from 749 to 726. The trend in homeless placements was reflective of the decrease of available apartments as noted for NYCHA's overall placements.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Apartment Attrition Rate (%)	3.9%	4.0%	3.6%	3.8%	3.9%	*	*	Neutral	*
★ Occupancy rate (%)	99.4%	99.3%	98.9%	98.8%	98.6%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	3,834	3,748	3,147	3,330	3,035	*	*	Down	Up
Homeless applicants placed in housing - Total	2,841	2,683	2,449	2,662	2,323	*	*	Down	*
- NYCHA housing	1,928	1,686	1,403	1,913	1,597	*	*	Neutral	*
- Section 8	913	997	1,046	749	726	*	*	Down	*
Working families residing in public housing (cumulative) (%)	46.7%	46.0%	46.0%	45.3%	45.3%	*	*	Neutral	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 about 34,000 in Fiscal 2021 from 40,000 in Fiscal 2020. Over the past year, NYCHA's Section 8 program 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 104,054 in Fiscal 2020 to 106,410 in Fiscal 2021. The funded Section 8 vouchers slightly increased from 87,285 to 88,880. The increase reflects new program admissions and PACT conversions.

The percentage of biennial Section 8 inspections completed declined from 93 percent in Fiscal 2020 to 61 percent for the same period in Fiscal 2021. Following the COVID-19 guidance, the Leased Housing Department suspended all Housing Quality Standards inspections, which severely impacted the inspection completion rate. In January 2021, NYCHA resumed the inspection process through remote video.

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 34 percent, from 3,632 in Fiscal 2020 to 2,397 in Fiscal 2021. Although NYCHA continues to issue vouchers, there were fewer placements due to the ongoing state of emergency under COVID-19. NYCHA's Leased Housing Department modified its operations to continue issuing vouchers and receiving rental packages via email. This is still in place while the walk-in centers are closed.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
● Families on Section 8 waiting list (000)	148	141	138	40	34	*	*	Down	Down
Maximum allowable Section 8 vouchers	99,838	101,254	102,706	104,054	106,410	*	*	Neutral	*
Funded Section 8 vouchers	85,209	86,628	86,768	87,285	88,880	*	*	Neutral	*
★ Utilization rate for funded Section 8 vouchers (%)	100.0%	99.0%	99.0%	100.0%	100.0%	97.0%	97.0%	Neutral	Up
Funding utilization for Section 8 vouchers (%)	101.0%	101.0%	98.0%	98.0%	99.0%	*	*	Neutral	*
★ Section 8 occupied units (vouchers)	85,175	84,994	85,839	87,439	88,143	87,000	87,000	Neutral	Up
Biennial Section 8 inspections	80.0%	98.0%	98.0%	93.0%	61.0%	*	*	Down	Up
Annual Section 8 recertifications	98.0%	99.0%	99.0%	98.0%	99.0%	*	*	Neutral	Up
Applicants placed through Section 8 vouchers	2,758	1,735	2,438	3,632	2,397	*	*	Up	Up
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None									

**Goal 2d** Develop new mixed-use, mixed-income housing and resources.

Launched in December 2018, the Build to Preserve (BTP) program is expected to address approximately \$2 billion in capital repairs over the next 10 years across approximately 10,000 NYCHA apartments. NYCHA will use this new model to develop new mixed-use, mixed-income housing on underused public-owned land and dedicate 100 percent of the proceeds to repairs at the surrounding development. Any remaining funds will be invested in repairs at other NYCHA developments in the neighborhood. New buildings will be subject to Mandatory Inclusionary Housing (MIH) levels of affordability and will increase the City's permanently affordable housing stock.

NYCHA released an RFP in April 2021 to implement a community-driven preservation and investment strategy at Fulton, Chelsea, Chelsea Addition, and Elliott Houses in the Chelsea neighborhood. The four developments, which include 2,073 apartments across 24 buildings in the Chelsea section of Manhattan, have an estimated total of \$366 million in extensive capital need and repair costs ranging from heating infrastructure to building security improvements. NYCHA anticipates selecting partners by the end of 2021.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Unit Inventory (Public Housing Portfolio)	176	176	173	170	168	*	*	Neutral	*
Number of developments (Public Housing Portfolio)	326	325	316	302	285	*	*	Down	*
★ 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 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 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 increased by 28 percent, from 1,776 in Fiscal 2020 to 2,266 in Fiscal 2021. The emergency transfer disposition time was up by 15 percent, from 14.9 days in Fiscal 2020 to 17.2 days in Fiscal 2021. There was a significant increase in domestic violence transfer requests, anecdotally due to pandemic related social factors. The increased volume led to a slight increase in the processing time, but it remains well below the 45-day target.

The referrals to supportive services provided to senior residents almost doubled from 41,586 in Fiscal 2020 to 81,176 in Fiscal 2021. The increase in supportive services is attributed to the impacts of the COVID-19 pandemic. Wellness calls were conducted by all Community Engagement and Partnerships (CEP) departments and executive staff. Residents were referred to an array of services such as home care, health care, entitlements, addressing rent, and repair needs. Residents were also connected to food delivery services through GetFoodNYC and other community-based food services; NYC Well Health; DOE Grab and Go; and Capsule for free medication. They also received free tablets with training and free air conditioners through the Mayor’s Office.

The initial social service tenant contacts conducted within five days increased slightly by two percent, from 91 percent in Fiscal 2020 to 93 percent in Fiscal 2021. Through supervision and monitoring, staff are continuing to respond to cases within five days of assignment.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Residents approved for emergency transfers	1,070	1,794	1,846	1,776	2,266	*	*	Up	*
★ Emergency transfer disposition time (days)	33.24	24.52	13.97	14.93	17.16	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	72%	77%	88%	91%	93%	76%	76%	Up	Up
Referrals to supportive social services for senior residents	18,317	20,813	20,521	41,586	81,176	*	*	Up	Up
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

**Goal 3b** Increase employment opportunities for NYCHA residents.

There were 1,411 overall resident job placements in Fiscal 2021 compared to 2,127 in Fiscal 2020. This indicator includes 1,175 direct placements through NYCHA’s Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as 236 partner placements. The decrease can be attributed to COVID-19 pandemic, which began in mid-March 2020 and immediately caused NYCHA to pause hiring in many of its titles. NYCHA employer contractors also paused much of their hiring and Jobs-Plus partners experienced a shortage of employment opportunities with New York on pause.

The percentage of job placements to program graduates decreased from 90.6 percent in Fiscal 2020 to 86 percent in Fiscal 2020. From our observations, many things played into the placement numbers for the training programs. The COVID-19 epidemic led to the physical closing of NYCHA’s REES offices beginning in March 2020, and those of many of our partners. Most of the training provider partners had to pause and transition to primarily virtual outreach, information session, workshops and trainings—many amid cohorts that had already begun prior to March. In addition, due to social distancing requirements, cohorts that were still meeting in person had reduced class size. Further complicating completions and placements during FY2021 was the lack of, or absence of connectivity, which caused residents to not participate fully and/or dropping prior to completion/placement because they did not possess the necessary technology equipment.

The youth placed in jobs through youth employment programs dropped to 3,231 in Fiscal 2021 from 3,896 in Fiscal 2020. NYCHA continues its collaboration with the City’s Department of Youth and Community Development to support them and their providers on two NYCHA-specific initiatives under the Summer Youth Employment Program: Career First and MAP for \$uccess. Both programs provide reserved slots for NYCHA youth and young adults from select NYCHA developments. In addition to these two programs, NYCHA also directly hired youth through its seasonal program and the City’s Clean Up Corps.

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
★ Resident job placements - Total	3,449	2,903	2,933	2,127	1,411	↑	↑	Down	Up
- Direct placements	2,097	1,461	1,082	862	1,175	1,593	1,593	Down	Up
- Program and partner placements	1,352	1,442	1,851	1,265	236	*	*	Down	*
Job training graduates placed in jobs (%)	91%	85%	83%	91%	86%	*	*	Neutral	Up
Youth placed in jobs through youth employment programs	1,005	960	972	3,896	3,231	*	*	Up	Up
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↑↓ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	189,243	172,978	178,282	147,520	156,054	*	*	Down	*
Letters responded to in 14 days (%)	83.8%	88.9%	68.5%	97.1%	NA	*	*	NA	Up
E-mails responded to in 14 days (%)	77.6%	80.3%	97.0%	95.7%	98.6%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	18	17	17:2	14:5	NA	*	*	NA	Down
CORE facility rating	95	82	NA	97	97	*	*	NA	Up
Calls answered in 30 seconds (%)	46.0%	57.0%	63.7%	74.0%	76.5%	*	*	Up	Up
Number of agency customers surveyed for overall customer satisfaction	34,886	54,822	66,044	37,135	19,793	*	*	Down	Up
Customers rating service good or better (%)	81.1%	78.8%	75.9%	75.4%	72.6%	71.0%	71.0%	Down	Up
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY17	FY18	FY19	FY20	FY21	FY21	FY22	
Expenditures (\$000,000) <sup>3</sup>	\$3,342.4	\$3,376.0	\$3,492.2	\$3,749.2	\$4,035.3	\$3,746.1	\$4,083.7	Up
Revenues (\$000,000)	\$3,224.7	\$3,306.5	\$3,532.5	\$3,486.2	\$3,948.4	\$3,837.4	\$4,058.3	Up
Personnel	10,771	10,761	10,834	11,061	11,689	11,968	11,559	Neutral
Overtime paid (\$000,000)	\$92.9	\$101.4	\$102.5	\$148.0	\$155.7	\$105.5	\$89.8	Up
Capital commitments (\$000,000)	\$82.4	\$137.5	\$302.3	\$175.7	\$106.5	\$1,575.2	\$402.8	Up
<sup>1</sup> 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 <a href="http://nyc.gov/mmr">nyc.gov/mmr</a> for details. <sup>2</sup> Authorized Budget Level <sup>3</sup> Expenditures include all funds "NA" - Not Available      * None								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Currently, NYCHA is not in compliance with several federal regulations and is working to assess the extent of noncompliance. On January 31, 2019, NYCHA signed an agreement with HUD to resolve claims brought by the U.S. Attorney's Office for the Southern District of New York, including on behalf of HUD and the Environmental Protection Agency. The agreement establishes a framework by which NYCHA will continue to evaluate its compliance with federal requirements. The agreement also requires NYCHA to take certain actions and meet certain standards and deadlines related to health and safety. NYCHA has not yet met certain standards and deadlines set forth in the agreement and continues to work with an independent monitor to improve its compliance with these requirements. The monitor is in place with access to NYCHA information and personnel and has issued and will continue to issue quarterly reports on NYCHA's compliance with the agreement. (<https://nychamonitor.com/>).
- Fiscal 2021 data is not available for the indicators 'Letters responded to in 14 days (%)' and 'Average wait time to speak with a customer service agent (minutes).'
- Equity NYC indicators are identified with a burst (●). These indicators are also reported in the Social Indicators and Equity Report (SIER) and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

## ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

For more information on the agency, please visit: [www.nyc.gov/nycha](http://www.nyc.gov/nycha).