

NEW YORK CITY HOUSING AUTHORITY

Gregory Russ, Chair



WHAT WE DO

The New York City Housing Authority (“NYCHA” or the “Authority”) provides affordable housing to 535,686 authorized residents in 177,569 apartments within 335 housing developments and units leased through the Section 8 program. NYCHA serves 339,900 authorized residents in 162,143 apartments within 277 housing developments through the conventional public housing program (Section 9) and 29,789 authorized residents in 15,426 units within 58 developments that were converted to PACT/RAD. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to 92,595 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 88-year history. Its buildings, the majority of which are more than a half century old, need more than \$40 billion in investments to be brought into a state of good repair, the result of decades of government disinvestment. To fully renovate an initial 25,000 apartments, NYCHA is establishing, in collaboration with residents, the groundbreaking Public Housing Preservation Trust, which will dramatically improve residents’ quality of life while preserving all their rights and protections and providing economic opportunities. The high-quality renovations, including the latest sustainable technologies, will be completed faster thanks to improved procurement processes. NYCHA is also bringing top-to-bottom renovations to a significant portion of its portfolio through the Permanent Affordability Commitment Together (PACT) initiative. 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 New Yorkers that is sustainable, inclusive, and safe, while fostering opportunities for economic mobility. NYCHA develops and implements programs, policies, and partnerships, to measurably support residents in the areas of housing, health, employment, training, and education. In Fiscal 2022, NYCHA engaged 138,730 residents (compared to 103,133 last year) in the design and implementation of key initiatives, including planning for PACT conversions and collecting public comments and feedback on the Blueprint for Change. At the core of this work are NYCHA’s efforts to deliver better services to residents in a range of critical areas, transform as an organization, and bring NYCHA buildings the capital investment they need to support the generations of New Yorkers to come. The Authority also continued its extensive engagement efforts for the Transformation Plan to ensure that all residents and stakeholders had the opportunity to share their feedback and ideas for change, including townhall meetings for stakeholders and staff and staff surveys. NYCHA will continue to attract new partners, create new opportunities for communication, and expand and improve services for residents while providing support to resident associations and other resident-led groups.

OUR SERVICES AND GOALS

SERVICE 1 Operate as an efficient and effective landlord.

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

- Goal 2a Preserve the public and affordable housing asset.
 - Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.
 - Goal 2c Increase access to affordable housing in privately owned units.
 - 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 2022

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

The cumulative rent collection decreased by eleven percent, from 78.1 percent in Fiscal 2021 to 66.8 percent in Fiscal 2022 and did not meet the target of 97.5 percent. Rent delinquency increased from 40.2 percent to 44.5 percent for the same reporting period. The COVID-19 pandemic heavily impacted the ability for low-income New Yorkers to pay their rents, including thousands of NYCHA families, which continues to impact NYCHA's rent collection. NYCHA residents were covered under tenant protections in place as part of Emergency Rental Assistance Program (ERAP) that limited a landlord's ability to take legal action for non-payments. . While many residents are still striving to restabilize their finances after the pandemic, NYCHA, in compliance with federal and state law and guidance since the onset of COVID-19 in March 2020, only recently resumed regular rent collection activities such as in-person meetings between staff and residents and taking legal action. Residents are struggling to pay rent as the number of households that owe money for more than one month increased by 16 percent from 47,433 in June 2021 to 55,086 in June 2022. The Authority adjusted its income verification process for interim rent adjustments to ensure residents who faced a loss of wages or work were able to receive a lower rent more quickly. NYCHA 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 report a loss of income through NYCHA's Interim Recertification process.

In addition, NYCHA has taken action to lower rent delinquencies by working directly with OTDA to try to obtain benefits on behalf of households under the Emergency Rental Assistance Program (ERAP). NYCHA worked with OTDA to simplify the application process by allowing NYCHA to apply on the household's behalf, with consent, instead of a household having to submit an individual application. NYCHA submitted landlord documents in bulk to OTDA for 30,975 public housing households who applied for the program, adding up to a total dollar amount of \$118,241,462 through June 16, 2022. To date, neither NYCHA, nor its residents have received any monies under ERAP.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Rent collection (%)	92.3%	89.6%	86.4%	78.1%	66.8%	97.5%	97.5%	Down	Up
Rent delinquency rate (%)	31.5%	34.9%	37.0%	40.2%	44.5%	*	*	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 increased by 33 percent from 16.5 hours in Fiscal 2021 to 22 hours in Fiscal 2022 because of a larger volume of emergency work orders (fourteen percent increase) compared to last year. However, NYCHA is meeting its target of resolving emergency complaints within 24 hours. NYCHA continues to monitor emergency work orders to ensure their timely completion.

The average time to resolve non-emergency repair requests increased by 38 percent from 35.5 days in Fiscal 2021 to 49.1 days in Fiscal 2022. NYCHA attributes this increase to the backlog of work orders, the growing capital needs, and the impacts of the COVID-19 pandemic. NYCHA limited 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 and lifted in May 2021. This limitation on the type of work that could be performed in apartments has extended the resolution time for non-emergency work orders. In spring 2021, NYCHA resumed work in apartments to address repairs which were not performed earlier in the COVID-19 pandemic as well as new work orders. The backlog is largely driven by repair needs in painting, carpentry, plastering, and vendor related work. In addition, NYCHA is creating more work orders related to Compliance areas such as lead, asbestos, and extermination. Through its Transformation Plan, NYCHA is rolling out several work order initiatives such as Work Order Reform and the Neighborhood Model 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, 2021 and ended on May 31, 2022. The average time to resolve heat outages rose by 13 percent from 7.3 hours to 8.3 hours. However, NYCHA is still under the target of 12 hours required in the January 2019 agreement with HUD. NYCHA identified ancillary equipment which require replacement and is working to obtain the funding and to modify existing contracts' capacity to complete the replacement. This effort is in addition to other current major modernization work. NYCHA also owns 13 mobile boilers which will be ready for deployment when necessary, during a catastrophic heat failure.

NYCHA continues the utilization of a dedicated heating team to resolve service interruptions 24/7, and the activation of a "Situation Room" during periods of extreme cold to coordinate the response to interruptions and mobilize resources in real time. NYCHA has also increased heating staffing with the addition of plumbing and electrical teams this year and monitoring the outage data using dashboards and reports to identify issues proactively.

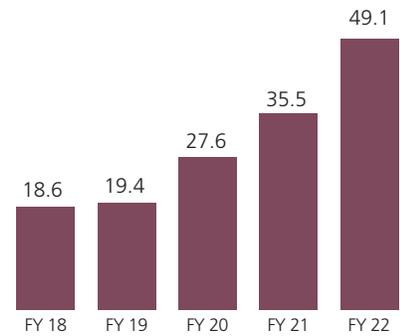
The average time to resolve elevator outages rose by seven percent to 11.8 hours in Fiscal 2022 from 11.1 hours in Fiscal 2021 and did not meet the target of 10 hours. The average outage per elevator per month remained about the same from 1.09 to 1.07. The elevator service uptime also remained stable at 97.8% and 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. 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 is also purchasing electronic voltage regulators to help reduce outages during summer months when low voltage conditions are expected. The Elevator Department continues to use the 90-minute report to track progress on repairs. NYCHA will continue to monitor this indicator.

The percentage of elevator outages due to vandalism increased to 8.4 percent in Fiscal 2022 from seven percent in Fiscal 2021. There was an increased in machine room break-ins at some developments earlier this year. NYCHA is replacing new locks in machine rooms and maintenance workers will conduct random checks. The Elevator Department continues to work with NYCHA's Office of Safety and Security and the NYPD to reduce vandalism.

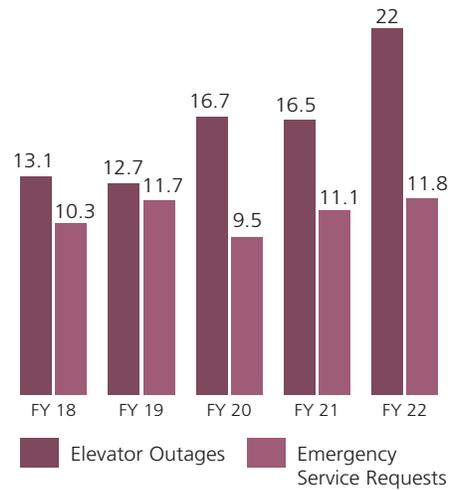
The number of alleged elevator injuries decreased from seven in Fiscal 2021 to six in Fiscal 2022. NYCHA's consistent training and continued safety communication to field staff and residents has helped reduce the number of injuries. The Elevator Department also works with NYCHA's Environmental Health and Safety and Compliance Departments to identify and resolve hazards and potential safety risks. There were no elevator fatalities.

The management cost per dwelling unit per month increased by six percent from \$1,132 in Fiscal 2021 to \$1,197 in Fiscal 2022. Operating expenses increased by \$78 million, led by \$68 million increase in general and administrative costs, primarily for the insurance premium. This was followed by increases of \$25 million in environmental costs, \$21 million in boiler room equipment, and \$20 million in heating gas and offset by a decrease of \$56 million in janitorial expenses due to the reduction in sanitizing costs related to COVID-19.

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



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



Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours)	13.1	12.7	16.7	16.5	22.0	24.0	24.0	Up	Down
★ Average time to resolve non-emergency service requests (days)	18.6	19.4	27.6	35.5	49.1	15.0	15.0	Up	Down
★ Average time to resolve elevator outages (hours)	10.3	11.7	9.5	11.1	11.8	10.0	10.0	Neutral	Down
★ Average outage per elevator per month	1.07	1.16	0.97	1.09	1.07	1.01	1.01	Neutral	Down
★ Elevator service uptime (%)	98.5%	98.1%	98.7%	98.2%	97.8%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	7	4	9	7	6	↓	↓	Neutral	Down
★ Elevator-related fatalities	0	0	0	0	0	↓	↓	Neutral	Down
Management cost per dwelling unit per month (\$)	\$978	\$1,052	\$1,077	\$1,132	\$1,197	\$875	\$875	Up	*
★ Average Time (hours) to Resolve Heat Outages	NA	NA	NA	7.3	8.3	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 2022, the average time to prepare vacant apartments for re-rental rose by 48 percent to 164 days from 111 days in Fiscal 2021. NYCHA has committed to conducting abatement for lead and asbestos as part of the vacant unit turnover process. Therefore, all apartments require testing and cleaning in addition to the standard repairs. NYCHA has implemented New York City's new lead-based paint law which lowered the threshold of lead in paint from 1.0 mg/cm² to 0.5 mg/cm² and this has increased the workload for remediation as additional inspections may be required to comply with the new threshold. Another contributing factor to the increase in average time to prepare vacant units is the limited vendor capacity for asbestos testing, abatement, and air monitoring. Due to the aging conditions in our buildings, NYCHA's vacant units also require extensive work, especially in the areas of carpentry, plastering, and painting. The turnaround time to re-occupy apartments was impacted by the longer prep time and increased by 41 percent from 114 days to 161 days. NYCHA recently updated procedures to better align the tenancy process with the preparation process for vacant units so that residents or applicants can occupy apartments quicker upon completion of repairs. NYCHA will continue to monitor these indicators.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average time to prepare vacant apartments (days)	50.8	83.5	114.5	111.2	164.1	20.0	20.0	Up	Down
★ Average turnaround time for vacant apartments (days)	51.8	76.5	97.8	114.2	160.8	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 from 14.9 in Fiscal 2021 to 17.6 in Fiscal 2022. NYCHA continues to strengthen its relationship with the NYPD and other law enforcement agencies. We extended the security guard hours to 16 hours at six senior developments, conducted weekly homeless initiatives with the NYPD and DHS, and collaborated with NYPD and the Police Foundation by enrolling NYCHA youth in the Options Program. This is a program that uses technology and virtual reality classes to teach life skills through virtual scenarios. Issues addressed include gangs, drugs, financial literacy, emotional intelligence, conflict resolution and other topics affecting today's youth. The Resident Watch is still active in all five boroughs. NYCHA also runs the Anonymous Tip Line where residents can report quality of life and other issues anonymously to NYCHA's Office of Public Safety. We also 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.

Construction has been completed for new exterior lighting at all 14 developments from an earlier neighborhood safety plan. Construction is also completed at 13 of the 15 developments that are receiving CCTV/LAC installation.

CCTV/LAC and lighting investments are also underway at other developments. As of June 30, 2022, additional CCTV and LAC installations have been completed at 45 developments. Work is in construction at 23 sites, and work is in an earlier stage (i.e., planning, design, or procurement) at 30 developments. In addition, lighting projects have been completed at three developments, are in construction at four developments, and are in planning, design, or procurement at seven developments.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	12.3	12.4	12.6	14.9	17.6	*	*	Up	Down
★ Major felony crimes in public housing developments	4,853	4,766	4,844	5,373	5,859	↓	↓	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.

NYCHA's capital projects portfolio grew by close to three times over the last several years, requiring significant improvements in project management resources and processes to be implemented. Other factors such as redesign/repackaging due to scope change or adjusted specifications based on unexpected site conditions or stakeholder priorities, adequate funding availability on a project basis, and standard schedules not reflecting the full time required on average to secure approvals from regulatory bodies, also materially impacted the portfolio results.

The percentage of all active capital projects on schedule was 55.5 percent in Fiscal 2022, compared to 73 percent in Fiscal 2021. The percentage of active capital projects in construction on schedule was 61.8 percent in Fiscal 2022, down from 89 percent in Fiscal 2021.

Delays due directly to the impact of the COVID-19 pandemic on labor and materials availability, and site accessibility, continued to be incurred and fully realized in project schedules in the first half of Fiscal 2022, and more recently in second half of Fiscal 2022 given the price escalation, supply chain and hiring challenges seen across the country. The significant decrease in projects on schedule therefore reflects several factors within and outside of NYCHA's control.

Announced in December 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 Project-Based Section 8 funding using the Rental Assistance Demonstration (RAD) program and will remain permanently affordable. Project-Based Section 8 funding provides a richer and more stable flow of federal subsidy that 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 15,426 apartments to Project-Based Section 8 through PACT since the initiative's launch, raising more than

\$3.4 billion to fund comprehensive repairs. Renovations are complete at more than 5,800 apartments in Manhattan, Brooklyn, Queens and the Bronx. Major upgrades are underway at approximately 9,600 apartments, and another 19,700 apartments across New York City are part of projects that are currently in predevelopment for comprehensive repairs. NYCHA has also introduced a new process for all partner selections in the PACT program that allows residents to select the team responsible for completing comprehensive repairs and the day-to-day operation and upkeep of the buildings and grounds.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Active capital projects on schedule (%)	76.3%	68.3%	78.9%	73.0%	55.5%	75.0%	75.0%	Down	Up
★ Active capital projects in construction phase on schedule (%)	89.8%	77.3%	94.2%	89.0%	61.8%	85.0%	85.0%	Down	Up
Number of buildings (Public Housing Portfolio)	2,418	2,351	2,252	2,198	2,106	*	*	Down	*
Number of developments preserved (RAD/PACT Portfolio)	NA	18	14	17	8	*	*	NA	*
Number of buildings preserved (RAD/PACT Portfolio)	NA	67	97	38	79	*	*	NA	*
Number of apartments preserved through PACT/RAD (RAD/PACT Portfolio)	NA	2,458	3,940	1,718	5,909	*	3,500	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 97.5 percent in Fiscal 2022 compared to 98.6 percent in Fiscal 2021. As of June 2022, NYCHA had 156,502 occupied units. The number of applicants placed in public housing decreased by 55 percent, from 3,035 in Fiscal 2021 to 1,362 in Fiscal 2022. Among the contributing factors 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. Vacant units are also being held at four developments in anticipation of comprehensive modernization in addition to fifteen neighboring developments for relocation. Other units are being used for the relocation of residents due to lead abatement. 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 2022 (1,842) was 21 percent lower compared to Fiscal 2021 (2,323). The number of homeless families placed in public housing dropped from 1,597 to 668 while the number of homeless New Yorkers placed through Section 8 increased from 726 to 1,174. The trend in homeless placements in public housing reflects the decrease of available apartments as noted for NYCHA's overall placements. Target placements have decreased resulting in fewer referrals from the Department of Homeless Services (DHS).

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Apartment Attrition Rate (%)	4.0%	3.6%	3.8%	3.9%	3.2%	*	*	Down	*
★ Occupancy rate (%)	99.3%	98.9%	98.8%	98.6%	97.5%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	3,748	3,147	3,330	3,035	1,362	*	*	Down	Up
Homeless applicants placed in housing - Total	2,683	2,449	2,662	2,323	1,842	*	*	Down	*
- NYCHA housing	1,686	1,403	1,913	1,597	668	*	*	Down	*
- Section 8	997	1,046	749	726	1,174	*	*	Neutral	*
Working families residing in public housing (cumulative) (%)	46.0%	46.0%	45.3%	45.3%	42.8%	*	*	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 17,000 in Fiscal 2022 from 34,000 in Fiscal 2021. 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 106,419 in Fiscal 2021 to 108,410 in Fiscal 2022. The funded Section 8 vouchers also increased from 88,880 to 93,570. The increase reflects new program admissions and PACT conversions. The funding utilization indicators remained stable.

The percentage of completed biennial Section 8 inspections improved from 61 percent in Fiscal 2021 to 85 in in Fiscal 2022. Following HUD's COVID-19 guidance in 2020, the Leased Housing Department had suspended all Housing Quality Standards inspections, which severely impacted the inspection completion rate last year. NYCHA resumed in-person inspections in June 2021 and is working on addressing the backlog of inspections as well as new ones. We will continue to monitor this indicator.

The percentage completion of annual Section 8 recertifications remained stable at 99 percent due to a continued focus on productivity and streamlined case processing.

The number of applicants placed through Section 8 vouchers more than doubled (up by 178% percent) from 2,397 in Fiscal 2021 to 6,660 in Fiscal 2022. Since mid-2020, NYCHA issued vouchers to the applicants on the existing waitlist, referrals from prosecutorial and law enforcement for victims of domestic violence and intimidated witness applicants and NYCHA public housing referrals for uninhabitable units, risk of displacement and extremely under and over occupied residents. This is in addition to the regular admissions and RAD placements.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
● Families on Section 8 waiting list (000)	141	138	40	34	17	*	*	Down	Down
Maximum allowable Section 8 vouchers	101,254	102,706	104,054	106,410	108,410	*	*	Neutral	*
Funded Section 8 vouchers	86,628	86,768	87,285	88,880	93,570	*	*	Neutral	*
★ Utilization rate for funded Section 8 vouchers (%)	99.0%	99.0%	100.0%	100.0%	99.0%	97.0%	97.0%	Neutral	Up
Funding utilization for Section 8 vouchers (%)	101.0%	98.0%	98.0%	99.0%	100.0%	*	*	Neutral	*
★ Section 8 occupied units (vouchers)	84,994	85,839	87,439	88,143	93,028	87,000	87,000	Neutral	Up
Biennial Section 8 inspections	98.0%	98.0%	93.0%	61.0%	85.0%	*	*	Down	Up
Annual Section 8 recertifications	99.0%	99.0%	98.0%	99.0%	99.0%	*	*	Neutral	Up
Applicants placed through Section 8 vouchers	1,735	2,438	3,632	2,397	6,660	*	*	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. December 2021, NYCHA and resident leaders selected the PACT partners who will rehabilitate, manage, and provide enhanced social services to the developments. Consistent with the Chelsea NYCHA Working Group recommendations, the partner team also anticipates constructing a mixed-income residential building at Elliott Houses that will provide new community space for Hudson Guild; new community-serving retail and affordable health clinics are also expected to be constructed.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Unit Inventory (Public Housing Portfolio)	176	173	170	168	162	*	*	Neutral	*
Number of developments (Public Housing Portfolio)	325	316	302	285	277	*	*	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 decreased by 21 percent, from 2,266 in Fiscal 2021 to 1,783 in Fiscal 2022. In the early days of the pandemic, there was a significant increase in domestic violence transfer requests and approvals, anecdotally due to pandemic related social factors which might be leveling off. The numbers of emergency transfers are returning to pre-COVID-19 levels. The processing time was 12.2 days which was well below the 45-day target.

The initial social service tenant contacts conducted within five days slightly decreased by 2 two percent from 93 percent in Fiscal 2021 to 91 percent in Fiscal 2022. The slight decrease was largely due to staff turnover upon the return-to-office mandate and the rise of COVID-19 infections from new variants that has resulted in extended leave that averaged at minimum 10 days.

The referrals to supportive services provided to senior residents decreased by 58 percent from 81,176 in Fiscal 2021 to 34,263 in Fiscal 2022. In Fiscal 2021, supportive services were primarily geared to ensuring that residents remain safe and healthy during the COVID-19 pandemic. NYCHA operated in crisis mode with contact and services all provided virtually. In Fiscal 2022, with community programs reopening, fewer residents required crisis related services as more returned to their normal functions. During Fiscal 2022, face-to-face contacts through home visits also resumed, requiring staff to spend more time with individual residents, limiting the number of people they can serve.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Residents approved for emergency transfers	1,794	1,846	1,776	2,266	1,783	*	*	Neutral	*
★ Emergency transfer disposition time (days)	24.52	13.97	14.93	17.16	12.20	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	77%	88%	91%	93%	91%	76%	76%	Up	Up
Referrals to supportive social services for senior residents	20,813	20,521	41,586	81,176	34,263	*	*	Up	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬇️⬆️ Directional Target * None									

Goal 3b Increase employment opportunities for NYCHA residents.

Resident job placements increased by 18 percent from 1,411 in Fiscal 2021 to 1,663 in Fiscal 2022. This indicator includes 1,110 direct placements through NYCHA's Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as 553 partner placements. NYCHA's participation in the City Cleanup Corps initiative which launched in July 2021 was a significant contributing factor for the direct placements. There was an increase in placements from key REES partners like Jobs-Plus due to renewed reporting.

The percentage of job placements to program graduates decreased from 86 percent in Fiscal 2021 to 71 percent in Fiscal 2022. There were 459 resident job training graduates compared to 497 in Fiscal 2021. There were two less training cohorts of the NYCHA Resident Training Academy (NRTA) held in Fiscal 2022 compared to Fiscal 2021. Additionally, some REES partner job training graduates recently completed training and are waiting to receive their state licenses to start work. We expect the percentage of job placements to program graduates to rise as more individuals start working in the next few months.

The youth placed in jobs through youth employment programs increased by nine9 percent from 3,231 in Fiscal 2021 to 3,516 in Fiscal 2022. In addition to the youth directly hired through its seasonal program, NYCHA continues its collaboration with the City's Department of Youth and Community Development and their providers on the Summer Youth Employment Program.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Resident job placements - Total	2,903	2,933	2,127	1,411	1,663	⬆️	⬆️	Down	Up
- Direct placements	1,461	1,082	862	1,175	1,110	1,593	1,593	Down	Up
- Program and partner placements	1,442	1,851	1,265	236	553	*	*	Down	*
Job training graduates placed in jobs (%)	85%	83%	91%	86%	71%	*	*	Down	Up
Youth placed in jobs through youth employment programs	960	972	3,896	3,231	3,516	*	*	Up	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬇️⬆️ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	172,978	178,282	147,520	156,054	167,095	*	*	Neutral	*
E-mails responded to in 14 days (%)	80.3%	97.0%	95.7%	98.6%	98.4%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	17	17:2	14:5	NA	40:9	*	*	NA	Down
CORE facility rating	82	NA	97	97	99	*	*	NA	Up
Calls answered in 30 seconds (%)	57.0%	63.7%	74.0%	76.5%	67.5%	*	*	Up	Up
Number of agency customers surveyed for overall customer satisfaction	54,822	66,044	37,135	19,793	25,167	*	*	Down	Up
Customers rating service good or better (%)	78.8%	75.9%	75.4%	72.6%	73.0%	71.0%	71.0%	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	
Expenditures (\$000,000) ³	\$3,376.0	\$3,492.2	\$3,749.2	\$4,035.3	\$4,170.2	\$4,083.7	\$4,179.4	Up
Revenues (\$000,000)	\$3,306.5	\$3,532.5	\$3,486.2	\$3,948.4	\$4,141.5	\$4,058.3	\$4,144.1	Up
Personnel	10,761	10,834	11,061	11,689	11,772	13,188	12,483	Up
Overtime paid (\$000,000)	\$101.4	\$102.5	\$148.0	\$155.7	\$164.4	\$89.8	\$99.1	Up
Capital commitments (\$000,000)	\$137.5	\$302.3	\$175.7	\$103.1	\$232.8	\$1,038.6	\$1,428.2	Neutral

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Currently, NYCHA is not in compliance with 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.

ADDITIONAL RESOURCES

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

- NYCHA's transformational plan: <https://www1.nyc.gov/site/nycha/residents/blueprint-for-change.page>
- The Social Indicators and Equity Report, EquityNYC: <http://equity.nyc.gov/>

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