

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 approximately 365,800 low- and moderate-income New Yorkers residing in 169,820 apartments within 302 housing developments across the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also assists approximately 88,000 families in locating and renting units in public and private housing, including 7,793 units formerly managed by NYCHA and transitioned through the Permanent Affordability Commitment Together (PACT)/Rental Assistance Demonstration (RAD) program. 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. In January of 2019, the Authority signed an agreement with the U.S. Department of Housing and Urban Development (HUD) committing to a set of reforms and performance targets across six pillar areas: inspections, lead, mold, pests/waste, heating, and elevators. The agreement is an opportunity to reverse NYCHA’s trajectory, and the Authority is committed to making the necessary changes to ensure its future as an effective landlord and provider of safe, sanitary, and affordable housing. An independent monitor is in place, working with NYCHA on these goals and issuing quarterly reports on compliance with the agreement.

NYCHA is committed to working with the monitor’s team to establish the baselines, ground rules, and business process reforms necessary to achieve compliance – and to restore basic services required by the lease to thousands of residents. NYCHA will continue to refine the performance metrics listed in this report in order to align them with those of the HUD agreement.

FOCUS ON EQUITY

NYCHA promotes equity by providing low- and moderate-income New Yorkers with safe and affordable housing, facilitating access to social and community services, and providing them with opportunities for success. Through its Office of Resident Economic Empowerment & Sustainability (REES), NYCHA develops and implements programs, policies, and partnerships, to measurably support residents’ increased income and assets, in four key areas: Employment and Career Advancement, Adult Education and Vocational training, Financial Empowerment, and Resident Business Development. REES utilizes a service coordination model, or “Zone Model” to identify and partner with high-quality economic opportunity providers in each key service area. Key partnerships include Tech51, a joint initiative with Pursuit and Per Scholas, to connect NYCHA residents to training and job opportunities in the growing tech industry and Business Pathways series, a partnership with NYC Small Business Services that provides customized business accelerator training for resident entrepreneurs (NYCHApreneurs). In Fiscal 2020, NYCHA engaged 30,993 residents in its initiatives such as PACT, connected residents to 4,679 economic opportunities, made 2,127 job placements, and enrolled 491 residents in training programs, including the NYCHA Resident Training Academy (NRTA). NYCHA will continue to attract new partners and expand services for residents while providing support to resident associations and other resident-led groups.

NYCHA is pursuing innovative ways to fund the building and apartment upgrades that residents deserve. NYCHA currently has a \$40 billion capital need, and that need grows by approximately \$1 billion each year. NYCHA 2.0 is a critical component of the Authority’s strategic plan for addressing the physical needs of its portfolio. NYCHA 2.0 provides for full repairs and renovations at more than 62,000 apartments through the PACT program and additional repairs at another approximately 10,000 to 15,000 apartments through Build to Preserve. Since its launch in December 2018, NYCHA 2.0 has brought \$1 billion in upgrades to nearly 8,000 apartments.

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

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 2020

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

The cumulative rent collection decreased by three percent, from 89.6 percent in Fiscal 2019 to 86.4 percent in Fiscal 2020 and did not meet the target of 97.5 percent. The monthly rent delinquency increased from 34.9 percent in Fiscal 2019 to 37 percent in Fiscal 2020. Due to COVID 19, rent collection was impacted between April and July 2020 when NYCHA, in compliance with guidance since the onset of COVID-19, was not able to utilize the processes that would normally be used to engage with residents to support rent collection (direct-contact meetings between staff and residents, in-person rent collection, etc.). The number of households that owe one month's rent rose by 16 percent from 32,273 in March 2019 to 37,466 in March 2020 when the pandemic began to peak in New York City. As of June 2020, there were 42,339 households that owed one month's rent compared to 35,292 last year during the same period, a 20 percent increase. NYCHA continues to monitor its rent collection performance and provide support to residents who are in arrears through its third-party partners and its collaboration with the Human Resources Administration (HRA). 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.).

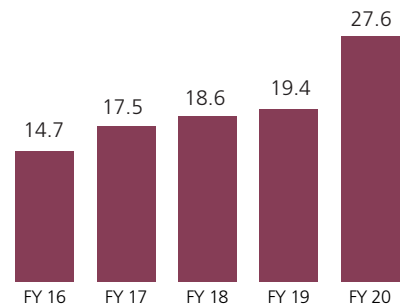
Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Rent collection (%)	94.9%	93.7%	92.3%	89.6%	86.4%	97.5%	97.5%	Neutral	Up
Rent delinquency rate (%)	27.7%	30.0%	31.5%	34.9%	37.0%	*	*	Up	Down
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target				* None			

Goal 1b Expedite maintenance and repairs.

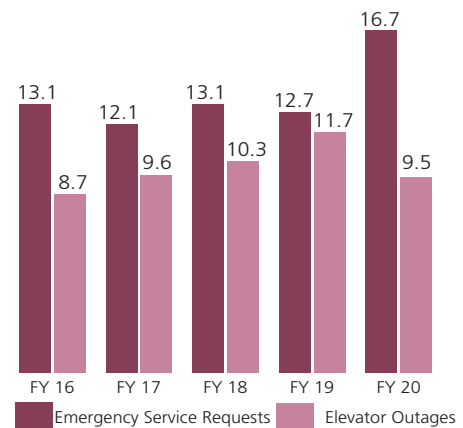
The safety of NYCHA's residents and employees is a key priority in its response to COVID-19. NYCHA instituted a work order guidance that limits in-unit work to high-priority work orders and other health- and safety-related items such as mold and lead. This limitation on the type of work that can be performed in apartments, on top of NYCHA's current backlog of work orders, has negatively impacted the resolution time for the maintenance and repair indicators, with the exception of elevators and other non-unit repairs. The average time to resolve emergency complaints increased by 32 percent from 12.7 hours in Fiscal 2019 to 16.7 hours in Fiscal 2020. However, it was below the target of 24 hours. In Fiscal 2020, the average time to resolve heat complaints increased by 15 percent to 18 hours, compared to 15.7 hours in Fiscal 2019. However, it remained below the target of 24 hours. Among the requirements of the January 2019 agreement with HUD, NYCHA must restore heat to units affected by a heating shortage within an average of 12 hours.

The average time to resolve non-emergency service requests increased by 42 percent, from 19.4 days in Fiscal 2019 to 27.6 days in Fiscal 2020. NYCHA attributes this increase to the backlog of work orders as well as the impacts of the COVID-19 pandemic. The Authority instituted a work order guidance that limits in-unit work to high-priority work orders and other health- and safety-related items such as mold and lead. This limitation on the type of work that can be performed in apartments has negatively impacted the resolution time for non-emergency maintenance and repair. NYCHA calculates service request resolution times based on the time to complete individual work orders. The average time to resolve elevator complaints decreased 19 percent, from 11.7 hours in Fiscal 2019 to 9.5 hours in Fiscal 2020, slightly better than the target of 10 hours.

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



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



The average outage per elevator per month decreased from 1.16 to 0.97. The elevator service uptime was 98.7 percent, which was better than the target of 97 percent. The reinforcement of the 90-minute rule (which requires elevator response teams to provide service restoration updates and request additional assistance if needed), the review of daily service disruption reports in conjunction with the weekly mandated joint inspections performed by Elevator Service & Repair Department supervisory staff on poor-performing elevators, and the adoption of automatic system alerts have strengthened the process of identifying the root cause of the elevator issues and contributed to the overall improvement. The percentage of elevator outages due to vandalism was 9.6 percent in Fiscal 2020, compared to 39.5 percent in Fiscal 2019. In June 2019, NYCHA implemented a change in its work order system to better differentiate vandalism from other issues affecting the operations of elevators.

The number of alleged elevator injuries more than doubled from four to nine. The nine alleged elevator injuries reported for Fiscal 2020 were inspected jointly with the NYC Department of Buildings' elevator inspectors, and the team found no operational issues with the performance of eight elevators and authorized the elevators to be returned to service. One elevator was found to have door check issues and was immediately repaired.

The management cost per dwelling unit per month has remained stable from \$1,052 in Fiscal Year 2019 to \$1,077 in Fiscal Year 2020.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours)	13.1	12.1	13.1	12.7	16.7	24.0	24.0	Up	Down
★ Average time to resolve non-emergency service requests (days)	14.7	17.5	18.6	19.4	27.6	15.0	15.0	Up	Down
★ Average time to resolve heat service requests (heating season)	17.3	14.9	16.8	15.7	18.0	24.0	24.0	Neutral	Down
★ Average time to resolve elevator outages (hours)	8.7	9.6	10.3	11.7	9.5	10.0	10.0	Up	Down
★ Average outage per elevator per month	1.13	1.06	1.07	1.16	0.97	1.01	1.01	Neutral	Down
★ Elevator service uptime (%)	98.6%	98.6%	98.5%	98.1%	98.7%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	20	11	7	4	9	↓	↓	Down	Down
★ Elevator-related fatalities	2	0	0	0	0	↓	↓	Down	Down
Management cost per dwelling unit per month (\$)	\$875	\$950	\$978	\$1,052	\$1,077	\$875	\$875	Up	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target			* None				

Goal 1c Optimize apartment usage and ensure rental equity.

In Fiscal 2020, the average time to prepare vacant apartments for re-rental rose to 114.5 days, compared to 83.5 days in Fiscal 2019, and was higher than the target of 20 days. The long tenure of residents in public housing and significantly aged buildings result in apartments needing extensive work at turnover, especially in the areas of carpentry, plastering, painting and lead abatement. NYCHA also identified some apartments with exceptionally high prep time that skewed the overall average. Of the total 6,426 move-out inspections, 239 apartments had a prep time of over 365 days, which increased the overall average from 97 to 114 days.

The average turnaround days for re-occupancy of vacant apartments increased by 28 percent, from 76.5 days in Fiscal 2019 to 97.8 days in Fiscal 2020. The significantly longer prep time for vacant apartments is a primary driver of the increase in the turnaround time.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average time to prepare vacant apartments (days)	40.7	45.2	50.8	83.5	114.5	20.0	20.0	Up	Down
★ Average turnaround time for vacant apartments (days)	50.0	55.1	51.8	76.5	97.8	30.0	30.0	Up	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target			* None				

Goal 1d Improve safety and security.

The year-to-date crime rate remained stable at 12.6 in Fiscal 2020 compared to 12.4 in Fiscal 2019. 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. By pursuing a process that encourages community participation, residents are able to build mutual trust and cooperation, increase awareness of public safety strategies, and build and foster community pride.

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. Additionally, construction was completed for new exterior lighting at 57 buildings in nine non-MAP developments. As of June 30, 2020, CCTV and LAC installations have been completed at 54 of the 62 developments, and work is ongoing at eight remaining sites.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	13.2	12.7	12.3	12.4	12.6	*	*	Neutral	Down
★ Major felony crimes in public housing developments	5,205	5,084	4,853	4,766	4,844	↓	↓	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

Goal 2a Preserve the public and affordable housing asset.

The percentage of all active capital projects on schedule increased to 78.9 percent in Fiscal 2020 from 68.3 percent in Fiscal 2019. The percentage of active capital projects in construction on schedule increased to 94.2 percent in Fiscal 2020 from 77.3 percent in Fiscal 2019. Risk mitigation strategies incorporated in the management of the portfolio led to the improvement in the projects’ schedule. NYCHA utilized various strategies such as the enforcement of required biweekly and monthly schedule updates, increased supervisory activities, which ensured that required actions were project focused, and increased visibility into the project management system for the vendor to align the owner scheduling activities and milestones with the construction schedule.

In Fiscal 2020, 303 projects were active, 190 of which had ongoing construction work. Adjustments were made to minimize the impact of the COVID-19 pandemic, which included continuous coordination with vendors on site visits and work progress, the design of an indicator in the project management system used to identify projects with a COVID 19 impact, and modifying the timeline of projects that had sequence of activities in order to comply with CDC requirements. In addition, NYCHA’s Capital Projects Division (CPD) migrated its portfolio to a new project management information system and templates were redesigned to capture more detailed project activities, resulting in increased visibility into issues that may impact progress. Some projects that were spread across multiple developments NYCHA-wide were redistributed into single developments, which provided the opportunity for a more refined schedule, reflecting discrete schedules for each location. Funding sources allocations also played a role in the schedule adjustments.

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.

All 62,000 PACT renovations will be completed by the year 2028. NYCHA will select sites for the PACT program that have the highest capital needs and operating challenges. NYCHA has converted 7,793 apartments through PACT since the initiative’s launch, including the completion of renovations at 1,395 apartments at Ocean-Bay Bayside in the Rockaways. In addition, there are 8,194 apartments across New York City that are currently in predevelopment for comprehensive repairs.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Active capital projects on schedule (%)	64.4%	69.4%	76.3%	68.3%	78.9%	75.0%	75.0%	Up	Up
★ Active capital projects in construction phase on schedule (%)	94.2%	86.9%	89.8%	77.3%	94.2%	85.0%	85.0%	Neutral	Up
★ Critical 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 in Fiscal 2020 has remained stable at 98.8 percent compared to 98.9 percent in Fiscal 2020. As of June 2020, NYCHA had approximately 170,000 occupied units. The number of applicants placed in public housing increased by six percent, from 3,147 in Fiscal Year 2019 to 3,330 in Fiscal Year 2020.

NYCHA has been doing its part to house homeless families. The overall increase in applicants placed in public housing is primarily due to the increase in homeless placements. The number of homeless households placed in NYCHA vacant apartments was 36 percent higher than in Fiscal 2019. In addition, NYCHA provided Section 8 vouchers for homeless families to rent apartments on the private market. The number fell by 28 percent in Fiscal 2020. In Fiscal 2020, there were fewer NYC Department of Homeless Services applicants matched with the Section 8 waitlist compared to prior years. In addition, many of the homeless placements were through NYCHA's private, new construction pipeline, which has decreased.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Apartment Attrition Rate (%)	4.1%	3.9%	4.0%	3.6%	3.8%	*	*	Neutral	*
★ Occupancy rate (%)	99.5%	99.4%	99.3%	98.9%	98.8%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	4,211	3,834	3,748	3,147	3,330	*	*	Down	Up
Homeless applicants placed in housing - Total	2,868	2,841	2,683	2,449	2,662	*	*	Down	*
- NYCHA housing	1,420	1,928	1,686	1,403	1,913	*	*	Up	*
- Section 8	1,448	913	997	1,046	749	*	*	Down	*
Working families residing in public housing (cumulative) (%)	46.7%	46.7%	46.0%	46.0%	45.3%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None					

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

The families on the Section 8 waiting list decreased to about 40,000 in Fiscal 2020 from 138,000 in Fiscal 2019. From Fiscal 2019 to Fiscal 2020, the Section 8 program performed outreach 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 102,706 in Fiscal 2019 to 104,054 in Fiscal 2020. The funded Section 8 vouchers increased from 86,768 to 87,285. The maximum allowable Section 8 vouchers increased slightly due to the PACT conversions. The increase in funded Section 8 vouchers reflects new program admissions and PACT.

The funding utilization remained at 98 percent from Fiscal 2019 to Fiscal 2020. The number of Section 8 occupied units increased from 85,839 to 87,439. Funding utilization remained at 98 percent as the program admissions and exits allowed the utilization rate to remain stable. The increase in occupied units is due to a combination of new program admissions and the PACT initiative. The percentage of biennial Section 8 inspections completed declined from 99 percent to 93 percent. The Leased Housing Department suspended all Housing Quality Standards inspections because of the state of emergency for COVID-19. As a result, the inspection completion rate was impacted. The number of applicants placed through Section 8 vouchers increased by 49 percent, from 2,438 in Fiscal 2019 to 3,632 in Fiscal 2020. The increase in applicants placed is due to a combination of new program admissions and the PACT initiative.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Families on Section 8 waiting list (000)	119	148	141	138	40	*	*	Down	Down
Maximum allowable Section 8 vouchers	99,621	99,838	101,254	102,706	104,054	*	*	Neutral	*
Funded Section 8 vouchers	86,221	85,209	86,628	86,768	87,285	*	*	Neutral	*
★ Utilization rate for funded Section 8 vouchers (%)	98.8%	100.0%	99.0%	99.0%	100.0%	97.0%	97.0%	Neutral	Up
Funding utilization for Section 8 vouchers (%)	98.0%	101.0%	101.0%	98.0%	98.0%	*	*	Neutral	*
★ Section 8 occupied units (vouchers)	85,224	85,175	84,994	85,839	87,439	87,000	87,000	Neutral	Up
Biennial Section 8 inspections	78.0%	80.0%	98.0%	98.0%	93.0%	*	*	Up	Up
Annual Section 8 recertifications	98.0%	98.0%	99.0%	99.0%	98.0%	*	*	Neutral	Up
Applicants placed through Section 8 vouchers	1,706	2,758	1,735	2,438	3,632	*	*	Up	Up
★ Critical 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 is exploring Build to Preserve at the developments in the Chelsea neighborhood with a working group comprised of residents, elected officials, community representatives, and housing organizations. The working group has been meeting since the fall of 2019 to produce community-driven recommendations to address the future of Chelsea, Chelsea Addition, Elliot, and Fulton Houses.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Unit Inventory	178	176	176	173	170	*	*	Neutral	*
Number of developments	328	326	325	316	302	*	*	Neutral	*
Number of buildings	2,528	2,442	2,418	2,351	2,252	*	*	Down	*
★ Critical 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 four percent, from 1,846 in Fiscal 2019 to 1,776 in Fiscal 2020. The emergency transfer disposition time was up by seven percent, from 14 days in Fiscal 2019 to 14.9 days in Fiscal 2020. However, it was well below the 45-day target. The changes in the number of requests approved and processing time are attributable to normal variation in the trends.

The referrals to supportive services provided to senior residents increased by 103 percent, from 20,521 in Fiscal 2019 to 41,586 in Fiscal 2020. The increase in supportive services is attributed to the impacts of the COVID-19 pandemic. Wellness/outreach calls are conducted by all Community Engagement and Partnerships (CEP) departments and executive staff. Residents are referred to an array of services such as home care, health care, entitlements, addressing rent, and repair needs. Residents were also connected to food deliveries 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 and free air conditioners through the Mayor’s Office program.

The initial social service tenant contacts conducted within five days increased by three percent, from 88 percent in Fiscal 2019 to 91 percent in Fiscal 2020. Through supervision and monitoring, staff are continuing to respond to cases within five days of assignment.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Residents approved for emergency transfers	931	1,070	1,794	1,846	1,776	*	*	Up	*
★ Emergency transfer disposition time (days)	39.60	33.24	24.52	13.97	14.93	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	86%	72%	77%	88%	91%	76%	76%	Up	Up
Referrals to supportive social services for senior residents	53,763	18,317	20,813	20,521	41,586	*	*	Down	Up
NYCHA-operated senior centers	15	14	14	14	NA	*	*	NA	*
Utilization of senior centers (%) ages 60+	116%	160%	132%	134%	NA	85%	85%	NA	Up
★ Critical Indicator “NA” Not Available ⬆️⬇️⬆️ Directional Target * None									

Goal 3b Increase employment opportunities for NYCHA residents.

There were 2,127 overall resident job placements in Fiscal 2020, compared to 2,933 last year. This indicator includes the number of direct placements through NYCHA’s Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as partner placements. The decrease can be attributed to COVID-19, which began in mid-March 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. Placement activity is expected to increase in Fiscal 2021.

The percentage of job placements to program graduates increased from 83 percent in Fiscal 2019 to 90.6 percent in Fiscal 2020. The percentage increase can be attributed to more rapid attachment to employment post program graduation, particularly amongst residents trained in the Information Technology sector.

The youth placed in jobs through youth employment programs more than quadrupled, from 972 in Fiscal 2019 to 3,896 in Fiscal 2020. In Fiscal Year 2020, NYCHA focused on further 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 of these programs provide reserved slots for NYCHA youth and young adults from select NYCHA developments.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Resident job placements - Total	1,410	3,449	2,903	2,933	2,127	⬆️	⬆️	Up	Up
- Direct placements	1,410	2,097	1,461	1,082	862	1,593	1,593	Down	Up
- Program and partner placements	NA	1,352	1,442	1,851	1,265	*	*	NA	*
Job training graduates placed in jobs (%)	63%	91%	85%	83%	91%	*	*	Up	Up
Youth placed in jobs through youth employment programs	888	1,005	960	972	3,896	*	*	Up	Up
★ Critical Indicator “NA” Not Available ⬆️⬇️⬆️ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	196,996	189,243	172,978	178,282	147,520	*	*	Down	*
Letters responded to in 14 days (%)	84.7%	83.8%	88.9%	68.5%	97.1%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	82.9%	77.6%	80.3%	97.0%	95.7%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	13	18	17	17:2	14:5	*	*	Neutral	Down
CORE facility rating	92	95	82	NA	97	*	*	NA	Up
Calls answered in 30 seconds (%)	64.0%	46.0%	57.0%	63.7%	74.0%	*	*	Up	Up
Number of agency customers surveyed for overall customer satisfaction	25,764	34,886	54,822	66,044	37,135	*	*	Up	Up
Customers rating service good or better (%)	78.8%	81.1%	78.8%	75.9%	75.4%	71.0%	71.0%	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$2,911.1	\$3,342.4	\$3,376.0	\$3,492.2	\$3,749.2	\$3,476.6	\$3,746.1	Up
Revenues (\$000,000)	\$3,210.8	\$3,224.7	\$3,306.5	\$3,532.5	\$3,486.2	\$3,510.0	\$3,837.4	Up
Personnel	10,940	10,771	10,761	10,834	11,061	11,496	11,029	Neutral
Overtime paid (\$000,000)	\$82.7	\$92.9	\$101.4	\$102.5	\$148.0	\$85.5	\$105.5	Up
Capital commitments (\$000,000)	\$234.1	\$82.4	\$137.5	\$302.3	\$174.1	\$1,353.4	\$350.7	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Gregory Russ was appointed Chair and Chief Executive Officer of the New York City Housing Authority effective August 2019, succeeding Kathryn Garcia.
- Currently, NYCHA is not in compliance with a number of 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 has access to NYCHA information and personnel and is issuing quarterly reports on NYCHA's compliance with the agreement.
- NYCHA transitioned its 14 senior centers to the NYC Department for the Aging (DFTA) in November 2019 and no longer operates those centers.
- In June 2019, NYCHA implemented a change in its work order system to better differentiate vandalism from other issues affecting the operations of elevators

ADDITIONAL RESOURCES

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