

# NEW YORK CITY HOUSING AUTHORITY

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## WHAT WE DO

The New York City Housing Authority (NYCHA), also referred to as the Authority, provides affordable housing to 516,244 authorized residents in 177,565 apartments within 335 housing developments and units leased through the Section 8 program. NYCHA serves 301,370 authorized residents in 154,198 apartments within 244 housing developments through the conventional public housing program (Section 9) and 43,940 authorized residents in 23,367 occupied units within 91 developments that were converted to Permanent Affordability Commitment Together (PACT) program. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to 106,483 families in locating and renting units in the private market. In addition, NYCHA facilitates access to social services through a variety of programs.

NYCHA is at a pivotal moment in its history. Its buildings, the majority of which are more than a half century old, need more than \$78 billion in investments to be brought into a state of good repair, the result of decades of government disinvestment. Through PACT, the New York City Public Housing Preservation Trust, and Comprehensive Modernization, NYCHA is undertaking comprehensive renovations to dramatically improve residents' quality of life while preserving resident rights and protections and providing economic opportunities. Through its Transformation Plan, NYCHA is strengthening as an organization and fundamentally changing how it operates. Through compliance with the 2019 Housing and Urban Development (HUD) Agreement, NYCHA is improving how it delivers services to residents in key areas, including heat and elevator services, lead, mold, and pest/waste management.

## FOCUS ON EQUITY

NYCHA promotes equity through its mission to provide quality housing for low-income New Yorkers that is sustainable, inclusive, and safe, while fostering opportunities for economic mobility for its residents. NYCHA develops and implements programs, policies, and partnerships, to measurably support residents in the areas of employment, training, education, and health. In the first four months of Fiscal 2025, NYCHA engaged 69,635 residents in the design and implementation of key initiatives, including planning for PACT conversions and the Preservation Trust. A total of six resident association leadership elections were completed during the same period, all of which required extensive engagement of residents.

Resident engagement is at the core of NYCHA's efforts to deliver better services to residents in a range of critical areas, transform as an organization, and bring NYCHA buildings the capital investment they need to support the generations of New Yorkers to come. The Authority also continues to facilitate an engagement plan for planning the future of the Preservation Trust. The engagement plan includes a public comment process related to the establishment of its voting procedures to ensure that all residents and stakeholders have the opportunity to share their feedback and ideas for change, as well as town hall meetings for stakeholders and staff. NYCHA will continue to attract new partners, create new opportunities for communication, and expand services for residents while providing support to resident associations and other resident-led groups.

In Fiscal 2024, the resident voting program launched its first vote at Nostrand Houses in the Sheepshead Bay neighborhood in Brooklyn, then continued to the Bronx River Addition in the Bronx. Development votes also launched at Coney Island Houses and Coney Island I (Site 1B), both in Coney Island, and were completed in August of Fiscal 2025. One hundred days of public engagement at the developments were followed by 30 days of voting, during which time residents could choose from three ballot options: remain in traditional Section 9 public housing, join the Preservation Trust, or enter the PACT program. Section 9 is traditional public housing that receives capital and operations subsidies from the federal government, while NYCHA maintains ownership and management over the property. The Preservation Trust model allows NYCHA to continue to own, operate, and maintain the property while unlocking new funding streams as authorized by New York State in 2022, while the PACT model allows NYCHA to own the property while private developers perform capital improvements and manage properties. Resident votes on which model to choose could be placed by mail, online, or, during the last 10 days of the voting period, in person. Results were certified by an independent third-party voting administrator. Bronx River Addition and Coney Island I (Site 1B), also known as Unity Towers, both selected to convert to the Preservation Trust while Coney Island Houses elected to remain in Section 9. In the beginning of Fiscal 2025, NYCHA conducted an additional vote at Hylan Houses in the Bushwick neighborhood of Brooklyn.

## 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.
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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 among NYCHA residents.

## HOW WE PERFORMED

- Over the past couple of years, NYCHA made great efforts to improve its rent collection, including working with the New York State Office of Temporary and Disability Assistance (OTDA) to obtain benefits on behalf of households under the Emergency Rental Assistance Program (ERAP), as well as working to identify eligible households for the State and federal one-time COVID-19 pandemic recovery funding. As of the first four months of Fiscal 2025, the cumulative rent collection increased by seven percentage points to 67.8 percent from 60.9 percent for the same period in Fiscal 2024; however, NYCHA did not meet the target of 97.5 percent. Rent delinquency slightly declined from 46.5 percent to 45.3 percent, and as of October 2024, 65,519 households were in rent arrears, a drop of six percent compared to the same period last year. NYCHA will continue to monitor the rent collection trends through the bi-weekly rent collection meetings, which brings departments from across the Authority together to review performance and identify areas for improvement.
- The average time to resolve emergency repair requests rose by 19 percent from 16 hours and 10 minutes in the first four months of Fiscal 2024 to 19 hours and 9 minutes for the same period in Fiscal 2025, but remained below the 24-hour target maximum. Emergency work orders include heat and hot water work orders for individual units, elevator outages, leaks, stove work orders, and gas outages. Resident access issues and data entry errors on some work orders negatively impacted the resolution time. NYCHA will continue to monitor these indicators.
- The average days to complete maintenance work orders dropped by nine percent from 5.36 days in the first four months of Fiscal 2024 to 4.90 days over the same period in Fiscal 2025 and was below the target maximum of seven days. The average days to complete skilled trades and vendor work orders also dropped slightly from 139.39 days to 137.22 days. While still facing incredible challenges with the aging infrastructure and staggering capital needs, NYCHA continuously seeks to improve the work order repair process through the Work Order Reform and Neighborhood Model initiatives which include better planning and scheduling, improved communication with residents through email and text notifications, increased worker accountability and productivity, systems enhancement, and better data tools to increase transparency and facilitate performance monitoring.
- Heat outage figures are reported for the heating season, which began on October 1, 2024, and will end on May 31, 2025. The average time to resolve heat outages increased by 73 percent from 4 hours and 16 minutes in October 2023 to 7 hours and 19 minutes in October 2024, but remained under the target maximum of 12 hours required in the January 2019 agreement with HUD. This increase was due to two outages that lasted longer than 12 hours, bringing up the average outage time. During this heating season, NYCHA continued to use a dedicated heating team to resolve service interruptions 24/7, and activated the NYCHA Emergency Operations Center during periods of extreme cold. NYCHA continues to drive improvement by proactively monitoring outages and issues, increasing staffing, and allowing Heating Supervisors to focus on fewer developments.
- NYCHA continues to improve its performance in responding to elevator outages. The average time to resolve elevator outages dropped by 20 percent to 6 hours and 2 minutes in the first four months of Fiscal 2025 from 7 hours and 55 minutes over the same period in Fiscal 2024 and remained below the target maximum of ten hours. The percentage of elevator outages resolved within ten hours increased by eight percent from 81.27 percent to 89.55 percent. The average outage per elevator per month decreased by 20 percent from 0.91 to 0.73. The elevator service uptime was 99.4 percent and exceeded the target of 97 percent. Efforts to improve elevator service include the backfilling of vacancies, and the hiring and training of additional elevator mechanic teams. NYCHA is installing air conditioners in motor rooms and other equipment such as waterproof door operators. Door lock monitoring was installed on all elevators. NYCHA also purchased electronic voltage regulators to help reduce outages during summer months when low voltage conditions are expected. NYCHA's Elevator Department continues to use the 90-minute report to track progress on repairs.
- The number of alleged elevator injuries increased from none in the first four months of Fiscal 2024 to six in the same period in Fiscal 2025. NYCHA offers ongoing training and safety communication to field staff and residents to help reduce these occurrences. NYCHA's Elevator Department also works with NYCHA's Environmental Health and Safety, and Compliance Departments to identify and resolve hazards and potential safety risks. There were no elevator fatalities in the first four months of Fiscal 2025.

- The percentage of rat complaints responded to within two business days improved by 28 percentage points from 57.4 percent in the first four months of Fiscal 2024 to 85.5 percent in the same period in Fiscal 2025. The percentage of rat complaints responded to within five days increased by 21 percentage points from 68.6 percent to 89.2 percent. The percentage of other pest complaints responded to within seven days also increased by 38 percentage points from 24.2 percent in the first four months of Fiscal 2024 to 61.7 percent in Fiscal 2025. The percentage of other pest complaints responded to within 10 days increased by 44 percentage points from 41.1 percent to 85.2 percent. These improvements across the comparative reporting periods are due to several improvements NYCHA has made in compliance with the HUD Action Plan, including systems enhancements, increased staffing and training, capital upgrades such as new rat slabs that prevent pests from entering crawlspaces, and continuing the use of a specialized team (first launched in October 2023) to respond to rat complaints within 24 hours. For bedbugs, mice and roaches, the continued focus on effective treatment and on identifying the root cause of infestations has led to a drop in overall complaints and facilitates a faster response time. NYCHA is also focusing on scheduling work orders within seven days to ensure a timely response.
- The percentage of mold removed within five business days dropped from 9.7 percent over the first four months of Fiscal 2024 to 7.7 percent in the same period of Fiscal 2025. Simple mold cases completed within seven days dropped 19 percentage points from 34.8 percent to 15.4 percent. NYCHA attributes these changes to the increased workload for maintenance workers and development staff in other critical areas, such as the HUD requirement implemented in Calendar 2024 that NYCHA inspect every apartment each year, and the work to increase the number of vacant apartment turnovers at each property. Complex mold cases resolved within 15 days dropped from 5.0 percent to 3.0 percent. Complex mold cases are more challenging as they involve multiple skilled trades and visits to address the root cause, and to perform restoration and cosmetic repairs. All these conditions are exacerbated by the aging of the buildings and the associated growing capital needs. The percentage of mold cases without recurrence remained steady at 85.0 percent and met the 85 percent threshold. NYCHA will refocus on mold response in Calendar 2025. However, NYCHA has existing systems in place to reduce the backlog of mold related work orders and expedite mold inspection and removal where it is needed, and progress has been made. Additionally, in partnership with the Ombudsperson Call Center (OCC), NYCHA is proactively doing resident outreach to determine if older work orders still need to be completed. Finally, following a comprehensive program to replace roof fans and clean in-unit vents across the entire portfolio, NYCHA is currently in the process of replacing and balancing volume dampers to ensure equal distribution of airflow within its buildings.
- On December 1, 2021, New York City enacted a new law which lowered the required remediation threshold of lead in paint from 1.0 mg/cm<sup>2</sup> to 0.5 mg/cm<sup>2</sup>. NYCHA has been abating units to comply with this regulation and greatly improved its performance. NYCHA abated 14 percent more units in the first four months of Fiscal 2025 (2,016) compared to the same period last year (1,766). NYCHA is on pace to meet the target of 3,000 units abated by the end of Fiscal 2025.
- The management cost per dwelling unit per month increased by five percent from \$1,277 in the first four months of Fiscal 2024 to \$1,340 in the same period of Fiscal 2025. The higher management cost can be attributed to increases in general and administrative fees including insurance premiums, property management fees, fire watch services, and fuel oil costs. However, the overall increase was offset by decreases in maintenance and operation costs including various contracts and fee for service charges for skilled trades.
- The turnaround time to re-occupy apartments rose by four percent from 408.8 days in the first four months of Fiscal 2024 to 423.1 days in the same period of Fiscal 2025. NYCHA is above the target of 300 days, but the pace of increase is slowing as the Authority continues to prioritize the turning over of vacant units by completing the required preparation, thus reducing the vacant unit backlog and ultimately returning units to the rent roll. The number of new move-ins rose by 62 percent from 955 to 1,545 in. As of October 2024, there were 14 percent more vacant units available for rent (5,600) compared to October 2023 (4,913). This is primarily due to the return to the rent roll of units that were previously held for relocation for the comprehensive modernization project at some NYCHA developments. NYCHA is closely monitoring the efforts to ensure the timely completion and re-occupancy of the units.

- The number of felony crimes reported by the New York City Police Department (NYPD) dropped by ten percent across comparative reporting periods, from 2,158 to 1,933. NYCHA continues to strengthen its relationship with the New York City Police Department (NYPD) and other law enforcement agencies to address increases over the last five years. Recent improvements made to increase security include extending the security guard hours at senior locations, increasing communication about safety and security issues with residents, collaborating with NYPD to remove illegal e-bikes, ongoing lighting and CCTV and Layered Access Control system installation and upgrades, and ongoing efforts to install exterior Amazon lockers in developments where residents are receptive to the program (76 developments so far).
- NYCHA aims to continuously improve housing by addressing comprehensive needs of the Authority's properties and buildings through capital investments. Over 650 projects are currently active, with nearly 250 projects in construction. In the first four months of Fiscal 2025, the percentage of active capital projects on schedule or with minor delay increased from 66.9 percent in the first four months of Fiscal 2024 to 73.3 percent, against a target of 75 percent in line with industry practice. This is a six percentage-point increase in completing work within the forecasted schedule. The percentage of active capital projects in the construction phase that are on schedule or with minor delays also increased from 82.3 percent to 84.2 percent, against an 85 percent target. Project delays were primarily attributable to pre-construction activities in planning, design and procurement, and post-construction closeout activities. Construction phase delays were seen mainly in certain capital programs such as elevator replacement that requires significant coordination to minimize resident disruption. Implementation of standardized interagency touchpoints, including improved coordination with agency and utility partners, has resulted in improvements to performance in pre-construction as well as construction and post-construction closeout activities. Project schedule performance has also improved through continuous improvement of schedule management practices and controls introduced over the last 18 months, a revamped stakeholder engagement approach fully implemented in Fiscal 2024, and increased use of data analytics and dashboards for regular monitoring and proactive, data-driven management of programs and projects.
- The Permanent Affordability Commitment Together (PACT) program leverages public-private partnerships to complete comprehensive repairs in NYCHA developments. NYCHA's goal is to convert 62,000 apartments to private management. Through PACT, developments are included in the federal Rental Assistance Demonstration (RAD) and converted to a more stable, federally-funded program called Project-Based Section 8. This allows NYCHA to unlock funding to complete comprehensive repairs, while also ensuring homes remain permanently affordable, and that residents have the same basic rights as they possess in the public housing program. As of the first four months of Fiscal 2025, through the PACT program, NYCHA preserved four developments consisting of 46 buildings and 1,616 units. There were 9,517 units rehabbed, a 33 percent increase from the same period in Fiscal 2024 (7,151). The public housing portfolio has decreased as more developments are converting to PACT. NYCHA's conventional Section 9 program now consists of about 154,000 units across 244 developments and 1,888 buildings.
- The number of applicants placed in public housing more than doubled from 353 in the first four months of Fiscal 2024 to 715 in the same period of Fiscal 2025, as NYCHA has prioritized the preparation of vacant units for rental. The overall number of homeless applicants placed in housing decreased by 45 percent to 655 compared to 1,189 across comparative reporting periods. NYCHA's Tenant Selection and Assignment Plan (TSAP) prioritizes transfers over new admissions into public housing. Between Calendar 2022 and the middle of Calendar 2023, high priority transfers accumulated due to a period of lower apartment turnover rate. The number of DHS placements into public housing are anticipated to increase with the decline of high priority transfers on the wait list.
- The number of homeless applicants placed through Section 8 has decreased 69 percent from 1,029 to 322. NYCHA met its voucher issuance target for the Emergency Voucher Housing Program in February 2024. As a result, the number of homeless placements decreased.
- As of the first four months of Fiscal 2025 compared to the same period in Fiscal 2024, the number of families on the Section 8 waiting list increased from 10,000 to approximately 204,000, due to the reopening of the lottery in June 2024 and subsequent addition of 200,000 new households to the waiting list. NYCHA will reach households on this waitlist over the next several years, with a goal of issuing 1,000 vouchers a month contingent on funding and the authorized voucher capacity. Anyone who remained on the existing waitlist did not have to reapply and will continue to be served.

- The maximum allowable Section 8 vouchers slightly increased from 112,521 as of the first four months of Fiscal 2024 to 114,579 in the same period of Fiscal 2025. The funded Section 8 vouchers slightly increased from 98,371 to 99,760. The uptick reflects new program admissions and PACT conversions.
- The Housing Assistance Payments funding utilization rate increased by seven percentage points across comparative reporting periods, from 97 percent to 104 percent. The number of Section 8 occupied units increased by six percent from 100,103 to 106,310. The program continues to experience increases in its budget and voucher utilization rates by converting Section 9 units through PACT initiative and private market rentals. The number of applicants placed through Section 8 vouchers dropped by 12 percent from 3,193 to 2,813. NYCHA successfully rented its allocation of Emergency Housing Vouchers and has had no new allocated vouchers since this allocation was depleted. As a result, the number of applicants placed with Section 8 vouchers decreased. In addition, the Housing Choice Voucher (HCV) waitlist was depleted, which impacted the number of vouchers issued.
- NYCHA's emergency transfer priority is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual assault victims, as well as all categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault, or stalking. The emergency transfer priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development. The number of residents approved for this category of emergency transfer dropped by ten percent, from 448 in the first four months of Fiscal 2024 to 403 in the first four months of Fiscal 2025. The processing time rose by 13 percent from 11.1 days to 12.6 days but remained well below the 45-day target. The variance is within normal fluctuations over time and does not reflect any specific changes or trends.
- Initial social service tenant contacts conducted within five days of the referrals increased by five percentage points, from 92 percent as of the first four months in Fiscal 2024 to 97 percent in the first four months in Fiscal 2025. Increased supervision and oversight ensure that staff continue to prioritize doing the initial outreach and documenting their efforts within the 5-day time frame.
- Referrals to supportive services provided to senior residents declined by 20 percent from 15,411 as of the first four months in Fiscal 2024 to 12,405 as of the same period in Fiscal 2025. This is partially attributable to the Elderly Safe at Home (ESAH) programs decreasing from 20 to 17 designated sites due to PACT conversions.
- Resident job placements include direct placements through NYCHA's Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as partner placements. Overall placements were down 26 percent from 948 as of the first four months of Fiscal 2024 to 698 in the same period of Fiscal 2025. Direct placements declined by 21 percent from 343 to 272. Partner placements decreased by 30 percent from 605 to 426. The decrease in placements for the first four months of Fiscal 2025 can be attributed to a decrease in reported partner placements from Jobs Plus, as well as a delay in receiving and entering employment data during the respective quarter for the NYCHA Resident Training Academy (NRTA) due to staff shortage. Placements from NRTA that may have occurred during that period were entered in December 2024, and thus not reflected in the direct placements. NYCHA will continue to monitor this indicator.
- The average customer in person wait time was 36 percent shorter, from 60 minutes 36 seconds in the first four months of Fiscal 2024 to 38 minutes and 48 seconds in the same period in Fiscal 2025. Several outstanding vacancies at the NYCHA Walk-in Centers were back filled, while volume remained fairly constant.
- The percentage of calls answered in 30 seconds dropped by 23 percentage points from 42.3 percent in the first four months of Fiscal 2024 to 19 percent in the same period in Fiscal 2025 due to staffing challenges and budgetary constraints. Beginning in January 2024, funding for all temporary call taking staff was eliminated. The NYCHA Customer Contact Center had historically used these temporary staff to handle most of the public housing maintenance calls. After monitoring the call center service levels in early Calendar 2024, additional funding was identified to hire some temporary staff to handle calls beginning in June 2024. While the additional temporary staff have helped handle calls more quickly, staffing levels are still lower than the same period in Fiscal 2024 due to high attrition rates and persisting budgetary limitations.

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

### Goal 1a Improve rent collection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
★ Rent collection (%)	66.8%	62.2%	69.2%	97.5%	97.5%	60.9%	67.8%
Rent delinquency rate (%)	44.5%	45.3%	44.2%	*	*	46.5%	45.3%
Households in rent arrears	68,459	68,609	64,711	*	*	69,596	65,519
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

### Goal 1b Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
★ Average time to resolve emergency service requests (hours:minutes)	21:57	27:49	20:43	24:00	24:00	16:10	19:09
★ Average time to resolve non-emergency service requests (days)	49.1	65.4	65.7	15.0	15.0	65.7	64.5
Average time to complete maintenance work orders (days)	8.10	6.23	5.03	*	7.00	5.36	4.90
Average time to complete skilled trades and vendor work orders (days)	77.40	109.04	133.37	*	*	139.39	137.22
★ Average time to resolve heat outages (hours:minutes)	8:16	7:30	6:37	12:00	12:00	4:16	7:19
★ Average time to resolve elevator outages (hours:minutes)	11:49	9:07	6:44	10:00	10:00	7:55	6:02
★ Elevator outages resolved within 10 hours (%)	71.80%	77.78%	87.12%	85.00%	85.00%	81.27%	89.55%
★ Average outage per elevator per month	1.07	0.93	0.78	1.01	1.01	0.91	0.73
★ Elevator service uptime (%)	97.8%	98.0%	99.3%	97.0%	97.0%	99.0%	99.4%
★ Alleged elevator injuries reported to the Department of Buildings	6	6	1	⇓	⇓	0	6
★ Elevator-related fatalities	0	0	0	⇓	⇓	0	0
★ Rat complaints responded within 2 business days (%)	44.2%	40.7%	73.6%	75.0%	75.0%	57.4%	85.5%
★ Rat complaints responded within 5 days (%)	52.7%	53.0%	80.2%	100.0%	100.0%	68.6%	89.2%
★ Other pest complaints responded within 7 days (%)	30.0%	17.9%	32.4%	75.0%	75.0%	24.2%	61.7%
★ Other pest complaints responded within 10 days (%)	35.5%	26.4%	52.4%	100.0%	100.0%	41.1%	85.2%
★ Mold removed within 5 business days (%)	2.9%	6.6%	9.2%	95.0%	95.0%	9.7%	7.7%
Simple mold repairs completed within 7 days (%)	17.9%	28.1%	30.2%	95.0%	95.0%	34.8%	15.4%
★ Complex mold repairs completed within 15 days (%)	2.1%	3.6%	3.7%	95.0%	95.0%	5.0%	3.0%
★ Mold cases without recurrence (%)	87.9%	86.7%	83.6%	85.0%	85.0%	85.1%	85.0%
★ Units abated for lead	621	3,267	5,037	↑	↑	1,766	2,016
Management cost per dwelling unit per month (\$)	\$1,197	\$1,372	\$1,345	\$875	\$875	\$1,277	\$1,340
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
★ Average turnaround time for vacant units (days)	160.8	370.0	424.4	30.0	30.0	408.8	423.1
New move-ins (units)	NA	2,104	3,251	*	*	955	1,545
Vacant available units	NA	NA	5,087	*	*	4,913	5,600
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

**Goal 1d** Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
Major felony crime rate per 1,000 residents	17.6	17.9	19.4	*	*	6.7	6.6
★ Major felony crimes in public housing developments	5,859	6,062	6,117	↓	↓	2,158	1,933
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
★ Active capital projects on track or with minor delays (%)	NA	NA	67.2%	75.0%	75.0%	66.9%	73.3%
★ Active capital projects in construction phase on track or with minor delays (%)	NA	NA	85.1%	85.0%	85.0%	82.3%	84.2%
★ Public Housing Portfolio — Unit Inventory	162	160	156	*	*	159	154
Public Housing Portfolio — Buildings	2,106	2,063	1,934	*	*	2,045	1,888
Public Housing Portfolio — Developments	277	273	248	*	*	266	244
PACT Portfolio — Developments preserved	8	4	25	*	*	7	4
PACT Portfolio — Buildings preserved	79	43	128	*	*	18	46
PACT Portfolio — Units preserved	5,909	2,597	3,728	9,000	9,000	983	1,616
PACT Portfolio — Units rehabbed	5,830	5,830	8,869	*	*	7,151	9,517
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
Apartment Attrition Rate (%)	3.2%	3.0%	3.4%	*	*	NA	NA
★ Occupancy rate (%)	97.5%	96.8%	96.3%	99.2%	99.2%	96.5%	95.9%
Applicants placed in public housing	1,362	1,029	1,215	*	*	353	715
Homeless applicants placed in housing — Total	1,842	4,425	2,635	*	*	1,189	655
– NYCHA housing	668	650	510	*	*	160	333
– Section 8	1,174	3,775	2,125	*	*	1,029	322
Working families residing in public housing (cumulative) (%)	42.8%	38.2%	38.5%	*	*	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ↑↓ Directional Target      * None							



**Goal 2c**

Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
● Section 8 — Families on waiting list (000)	17	16	5	*	*	10	204
Section 8 — Maximum allowable vouchers	108,410	109,823	112,346	*	*	112,521	114,579
Section 8 — Funded vouchers	93,570	97,070	98,947	*	*	98,371	99,760
Section 8 — Funded vouchers occupied units (%)	99.0%	97.0%	98.0%	97.0%	97.0%	97.0%	100.0%
★ Section 8 — Utilization rate for authorized vouchers (%)	84.0%	85.0%	85.0%	86.0%	86.0%	85.0%	88.0%
Section 8 — Housing Assistance Payments funding utilization rate (%)	100.0%	93.0%	98.0%	*	*	97.0%	104.0%
★ Section 8 — Occupied units	93,028	98,414	104,040	87,000	87,000	100,103	106,310
Section 8 — Biennial inspections	85.0%	97.0%	96.0%	*	*	98.0%	97.0%
Section 8 — Annual recertifications	99.0%	99.0%	99.0%	*	*	99.0%	99.0%
Section 8 — Applicants placed through vouchers	6,660	2,974	6,358	*	*	3,193	2,813
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
Residents approved for emergency transfers	1,783	1,552	1,207	*	*	448	403
★ Emergency transfer disposition time (days)	12.20	13.34	10.09	45.00	45.00	11.14	12.63
★ Initial social service tenant contacts conducted within five days of referral (%)	91%	92%	95%	76%	76%	92%	97%
Referrals to supportive social services for senior residents	34,263	38,083	39,684	*	*	15,411	12,405
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

**Goal 3b**

Increase employment opportunities among NYCHA residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
★ Resident job placements — Total	1,663	2,652	2,531	↑	↑	948	698
– Direct placements	1,110	1,031	854	1,593	1,593	343	272
– Program and partner placements	553	1,621	1,677	*	*	605	426
– Job training graduates placed (%)	71%	84%	78%	*	*	NA	NA
– Youth placed through youth employment programs	3,516	3,630	4,325	*	*	NA	NA
★ Critical Indicator    ● Equity Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY22	FY23	FY24	FY25	FY26	FY24	FY25
Customer Experience							
Completed requests for interpretation	167,095	152,274	131,289	*	*	51,250	47,703
E-mails responded to within 14 days (%)	98.4%	82.4%	NA	*	*	73.6%	NA
Average wait time to speak with a customer service agent (minutes:seconds)	40:54	28:42	44:42	*	*	60:36	38:48
CORE facility rating	99	95	98	*	*	NA	NA
Calls answered within 30 seconds (%)	67.5%	63.8%	32.5%	*	*	42.3%	19.0%
Agency customers surveyed for overall customer satisfaction	25,167	27,148	11,135	*	*	NA	NA
Customers rating service good or better (%)	73.0%	79.0%	84.0%	71.0%	71.0%	NA	NA
★ Critical Indicator      ● Equity Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2024 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY22	FY23	FY24	FY25	FY25 <sup>1</sup>	FY26 <sup>1</sup>	FY24	FY25
Expenditures (\$000,000) <sup>2</sup>	\$4,035.3	\$4,652.0	\$4,052.5	\$5,283.3	\$5,355.8	\$5,546.9	\$1,550.0	\$1,683.7
Revenues (\$000,000)	\$3,948.4	\$4,704.1	\$4,170.1	\$5,229.0	\$5,355.8	\$5,329.9	\$1,378.2	\$1,646.5
Personnel	11,772	11,891	11,896	11,877	12,451	12,368	11,913	12,024
Overtime paid (\$000,000)	\$155.7	\$198.0	\$178.6	\$109.5	\$181.6	\$181.6	\$67.3	\$71.7
Capital commitments (\$000,000)	\$235.1	\$416.6	\$862.2	\$1,063.8	\$968.8	\$1,074.9	\$114.0	\$130.2
<sup>1</sup> January 2025 Financial Plan. <sup>2</sup> Expenditures include all funds      "NA" - Not Available								

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Four-month actual data for 'Emails responded to within 14 days (%)' is NA as NYCHA no longer collects this data.
- Preceding the Fiscal 2025 Preliminary Mayor's Management Report, the Mayor's Office of Operations continued to standardize indicator names, implementing changes in the Customer Experience section. Indicator definitions and historic data were not changed.

## ADDITIONAL RESOURCES

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

- NYCHA's transformational plan:  
[https://www1.nyc.gov/assets/nycha/downloads/pdf/NYCHA\\_Transformation\\_Plan\\_Final.pdf](https://www1.nyc.gov/assets/nycha/downloads/pdf/NYCHA_Transformation_Plan_Final.pdf)
- NYCHA's Federal Monitor:  
<https://nychamonitor.com/>
- The Social Indicators and Equity Report, EquityNYC:  
<http://equity.nyc.gov/>

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