



DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Mathew M. Wambua, Commissioner

Key Public Service Areas

- ✓ Encourage the preservation and increase the supply of affordable housing.
- ✓ Ensure the quality of the City's housing stock through enforcement of housing maintenance code standards.
- ✓ Make housing affordable to low-income New Yorkers through administration of rent subsidies.
- ✓ Ensure long-term physical and financial viability of existing affordable housing.

Scope of Agency Operations

Using a variety of preservation, development and enforcement strategies, the Department of Housing Preservation and Development (HPD) strives to improve the availability, affordability, and quality of housing in New York City. As the nation's largest municipal housing agency, HPD works with private, public and community partners to strengthen neighborhoods and expand the supply and affordability of the City's housing stock and keep people in their homes.

Critical Objectives

- Provide financial assistance, including tax incentives, to preserve and construct housing units.
- Provide housing programs to serve people with special needs.
- Proactively address the needs of distressed multifamily buildings.
- Respond to heat, hot water and other tenant complaints.
- Correct housing maintenance code violations through coordination with owners or direct City action.
- Litigate against negligent landlords and assist tenants in getting court orders on housing maintenance code violations.
- Administer federal rental subsidies to reach the maximum number of households.
- Monitor existing affordable housing to ensure continued viability.

Preliminary Performance Highlights

- Total starts financed or assisted from July through October 2011 were significantly higher than during the equivalent Fiscal 2011 period due to two large preservation projects which accounted for 1,622 or 67 percent of the 2,438 total starts. There can be marked differences in four-month performance from year to year depending on the presence or absence of a few large projects and construction schedules.
- The overall number of housing-related complaints rose by 9.5 percent to approximately 206,000, the highest level in at least the last five years. All complaint categories experienced increases, with the largest changes occurring in the number of lead complaints and "other" emergencies. Other emergencies include complaints regarding mold, bedbugs, and plumbing.
- Significantly more emergency complaints were outstanding at the end of October 2011 than at the end of October 2010, attributable to both the increase in and timing of complaints.
- During the reporting period HPD administratively closed approximately 3,600 complaints that were a minimum of two years old; an additional 1,500 will be closed by year-end. While an exception to policy, the Department's decision was based on its experience with a prior administrative closing in 2008. Additionally, through its routine inspection procedures, the Department began a clean-up of complaints that were less than two years old but above the median complaint age. Together, these two factors drove the average time to close a nonemergency complaint up to 69.1 days. In total, HPD closed nearly 81,000 nonemergency complaints during July to October 2011 and reduced the number of outstanding nonemergency complaints by 25 percent.
- The number of active Code compliance cases declined by almost 21 percent due to efforts to reduce the backlog of cases, proactively address housing quality issues, as well as other enforcement and housing quality initiatives that have served to reduce the number of potential housing litigation cases.
- The Department continued its efforts to provide oversight of properties in which the City has invested with an increased focus on identifying



properties with significant physical and financial issues. Due to expanded outreach strategies that resulted in the greater availability of financial statements, the Asset Management program completed more than four times as many financial reviews than during the same period a year ago, 141 compared to 33.

Performance Report

✓ Encourage the preservation and increase the supply of affordable housing.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	12,500	14,767	15,735	14,500	14,621	979	2,438
★ - New construction starts - HPD and HDC	4,123	3,144	4,055	3,282	3,876	386	276
★ - Preservation starts - HPD and HDC	8,108	11,337	11,680	10,993	10,520	593	2,162
- Number of homeowners receiving downpayment assistance	269	286	182	225	225	62	42
Planned starts initiated (%)	97%	102%	109%	*	*	7%	17%
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	12,914	16,874	14,106	10,414	11,165	4,994	3,808
- New construction completions - HPD and HDC	4,557	5,389	7,575	4,908	2,870	3,551	1,605
- Preservation completions - HPD and HDC	8,357	11,485	6,531	5,506	8,295	1,443	2,203
Planned completions initiated (%)	82%	100%	91%	*	*	32%	37%
Units completed for homeless individuals and families	835	620	684	*	*	286	194

★ Critical Indicator "NA" - means Not Available in this report

✓ Ensure the quality of the City's housing stock through enforcement of housing maintenance code standards.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Total complaints reported	623,578	616,408	611,989	*	*	187,905	205,783
★ - Total emergency complaints	419,271	409,354	407,772	*	*	115,312	127,568
- Heat and hot water	128,708	114,009	115,629	*	*	15,811	16,354
- Lead	40,114	40,109	38,749	*	*	12,969	15,752
- Other emergency	250,449	255,236	253,394	*	*	86,532	95,462
★ - Nonemergency complaints	204,307	207,054	204,217	*	*	72,593	78,215
★ Outstanding emergency complaints at end of month	10,673	12,210	11,603	*	*	16,593	20,205
★ Outstanding nonemergency complaints at end of month	13,324	14,365	14,533	*	*	15,698	11,853
★ Average time to close emergency complaints (days)	12.1	12.0	12.3	*	*	12.0	12.6
★ Average time to close nonemergency complaints (days)	30.0	19.1	16.8	*	*	14.7	69.1
Inspections completed	707,516	689,872	678,038	600,000	600,000	210,728	216,242
Inspection visits per team per day	11.6	11.0	11.3	*	*	9.9	10.0
Ratio of completed inspections to attempted inspections (%)	74%	72%	71%	*	*	68%	67%
Total violations issued	532,497	495,726	462,721	*	*	163,150	171,867
- Total emergency violations issued	104,370	97,506	88,342	*	*	27,658	29,189
- Heat and hot water	15,727	12,436	12,945	*	*	1,835	1,846
- Lead	31,285	26,022	21,973	*	*	7,650	8,116
- Other emergency	57,358	59,048	53,424	*	*	18,173	19,227
- Nonemergency violations issued	428,127	398,220	374,379	*	*	135,492	142,678
Total violations removed	706,478	608,214	556,777	*	*	195,989	188,684

★ Critical Indicator "NA" - means Not Available in this report



Performance Statistics	A c t u a l			T a r g e t		4-Month	4-Month
	FY09	FY10	FY11	FY12	FY13	Actual	Actual
<i>Violations issued and removed in the same fiscal year (%)</i>	37%	38%	41%	*	*	NA	NA
<i>Emergency violations corrected by owner (%)</i>	52%	55%	56%	*	*	NA	NA
<i>Emergency violations corrected by HPD (%)</i>	15%	15%	14%	*	*	NA	NA
★ <i>Percent of non-lead emergency C violations issued in reporting year pending at end of reporting year</i>	35.0%	32.0%	29.0%	*	*	NA	NA
★ <i>Percent of non-lead emergency C violations issued during prior five years pending at end of reporting year</i>	10.3%	11.0%	10.0%	*	*	NA	NA
<i>Average cost of repair work performed by HPD (\$)</i>	\$862	\$737	\$657	*	*	NA	NA
- <i>Emergency (non-lead) (\$)</i>	\$731	\$635	\$562	*	*	NA	NA
- <i>Lead (\$)</i>	\$2,273	\$2,338	\$2,623	*	*	NA	NA
<i>Code compliance</i>							
- <i>Cases opened</i>	15,271	14,233	13,687	*	*	3,770	3,596
- <i>Cases closed</i>	14,495	15,226	14,846	*	*	5,013	4,584
- <i>Cases active (end of month)</i>	7,501	6,195	4,909	*	*	4,879	3,868
<i>Judgments and settlements collected (\$000)</i>	\$5,505	\$5,207	\$5,029	*	*	\$1,338	\$1,480

★ Critical Indicator "NA" - means Not Available in this report

✓ **Make housing affordable to low-income New Yorkers through administration of rent subsidies.**

Performance Statistics	A c t u a l			T a r g e t		4-Month	4-Month
	FY09	FY10	FY11	FY12	FY13	Actual	Actual
<i>Section 8 - Utilization rate</i>	94.9%	97.3%	96.8%	*	*	97.2%	96.9%
- <i>Number of vouchers issued</i>	4,818	1,456	1,821	*	*	290	408
- <i>Number of households assisted (Total)</i>	31,643	33,453	36,259	*	*	35,754	36,255

★ Critical Indicator "NA" - means Not Available in this report

✓ **Ensure long-term physical and financial viability of existing affordable housing.**

Performance Statistics	A c t u a l			T a r g e t		4-Month	4-Month
	FY09	FY10	FY11	FY12	FY13	Actual	Actual
<i>Asset management</i>							
- <i>Number of projects in workload</i>	NA	1,861	1,861	*	*	1,861	1,861
- <i>Number of financial reviews completed</i>	378	534	486	*	*	33	141
- <i>Number of buildings inspected</i>	150	377	476	*	*	188	150

★ Critical Indicator "NA" - means Not Available in this report



Agency Customer Service

The Department of Housing Preservation and Development provides service to its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	HPD Jul-Oct FY11	Citywide Jul-Oct FY11	HPD Jul-Oct FY12	Citywide Jul-Oct FY12	HPD Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
<i>Average response time for email correspondence (days)</i>	15	5	12	8	-20%	60%
<i>Average response time for letters/mail correspondence (days)</i>	10	11	12	9	20%	-18%
<i>Service requests meeting expected time of action (%)</i>	66.6%	82.2%	NA	89.7%	NA	9%
<i>Number of 311 inquiries (to MMR agencies)</i>	165,303	2,467,532	162,333	2,245,344	-2%	-9%

311 Customer Service Center Requests for Service

Top Service Requests	Total Jul-Oct FY11	Target - FY11 Days to Action	Actual - Jul-Oct FY11 Days to Action	% Meeting FY11 Target	Total Jul-Oct FY12	Target - FY12 Days to Action	Actual - Jul-Oct FY12 Days to Action	% Meeting FY12 Target
<i>Heating</i>	20,982	5.0	4.5	73%	NA	NA	NA	NA
<i>Non-Construction - Vermin</i>	20,095	17.0	15	61%	NA	NA	NA	NA
<i>Paint/Plaster - Ceiling</i>	14,661	17.0	15	68%	NA	NA	NA	NA
<i>Paint/Plaster - Walls</i>	14,329	17.0	16.7	66%	NA	NA	NA	NA
<i>Plumbing - Water-Leaks</i>	13,100	17.0	13.8	64%	NA	NA	NA	NA

311 Customer Service Center Inquiries

Top HPD-related Inquiries	Total Jul-Oct FY11	% of HPD Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of HPD Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
<i>Landlord Complaint - Maintenance</i>	68,597	41%	1	70,891	44%	1
<i>Heat Complaint - Residential Building - Inadequate Heat</i>	19,829	12%	2	21,121	13%	2
<i>No Hot Water Complaint - Residential Building - From Tenant</i>	17,777	11%	3	11,753	7%	3
<i>Bed Bug Complaint - Residence</i>	13,409	8%	4	9,322	6%	4
<i>Affordable Housing Information - English</i>	10,317	6%	5	6,669	4%	5



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 ¹	FY13 ¹	Actual FY11	Actual FY12
Expenditures (\$ millions) ²	\$702.2	\$727.9	\$705.4	\$577.6	\$782.5	\$560.8	\$299.5	\$305.1
Revenues (\$ millions)	\$65.9	\$60.1	\$72.4	\$18.4	\$31.2	\$18.8	\$18.3	\$15.3
Personnel	2,565	2,424	2,282	2,459	2,451	2,429	2,359	2,215
Overtime paid (\$000)	\$863	\$702	\$446	*	*	*	\$148	\$238
Capital commitments (\$ millions)	\$357.5	\$292.8	\$342.9	\$340.3	\$626.8	\$438.8	\$4.6	\$37.7
Work Experience Program (WEP) participants assigned	211	382	260	*	*	*	295	260

¹ January 2012 Financial Plan "NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

Noteworthy Changes, Additions or Deletions

- HPD updated four-month Fiscal 2011 data for eight of the New Housing Marketplace Plan measures, as well as for the number of units completed for homeless individuals and families. The Department also corrected four-month data for the number of active code compliance cases, from 6,704 to 4,879.
- Four-month Fiscal 2011 data for the indicator 'Asset management - Number of financial reviews completed,' previously reported as "NA," has been provided.

For more information please visit the website at: www.nyc.gov/hpd

