



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 the 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

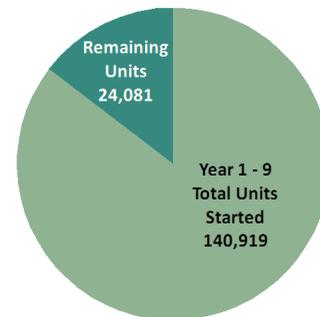
- Provide financial assistance, including tax incentives, to preserve and construct housing units.
- Provide housing programs to serve people with special needs.
- Proactively address the needs of distressed multifamily buildings.
- Respond to heat, hot water and other tenant complaints.
- Correct housing 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.

Performance Report

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

- HPD exceeded its overall Fiscal 2012 target for starts financed or assisted under the [New Housing Marketplace Plan \(NHMP\)](#) by almost 14 percent, although new construction starts fell short of its individual goal. NHMP completions exceeded the Fiscal 2012 target by 18 percent.

Units Started and Projected Under the New Housing Marketplace Plan Fiscal 2004-2014



- The 16,501 housing units started this year brings total NHMP starts to close to 141,000, or more than 85 percent of the 165,000 units planned under the NHMP. Completions reached 120,609 units, or 73 percent of the Plan.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	17,008	12,500	14,767	15,735	16,501	14,500	14,500	Neutral
★ - New construction starts - HPD and HDC	6,826	4,123	3,144	3,873	2,521	3,282	5,515	Downward
★ - Preservation starts - HPD and HDC	9,953	8,108	11,337	11,680	13,837	10,993	8,835	Upward
- Number of homeowners receiving downpayment assistance	229	269	286	182	143	225	150	Downward
Planned starts initiated (%)	100%	97%	102%	109%	114%	*	*	Upward
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	12,543	12,914	16,874	14,106	12,288	10,414	11,763	Neutral
- New construction completions - HPD and HDC	5,077	4,557	5,389	7,575	4,502	4,908	3,705	Upward
- Preservation completions - HPD and HDC	7,466	8,357	11,485	6,531	7,786	5,506	8,058	Neutral
Planned completions initiated (%)	99%	82%	100%	91%	118%	*	*	Upward
Units completed for homeless individuals and families	442	835	620	684	891	*	*	Upward

★ 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.**

- Due to above average temperatures during this year's heat season (October 1st to May 31st), HPD experienced a 14 percent decrease in heat and hot water complaints and issued 16 percent less heat and hot water violations compared to Fiscal 2011. Largely as a result of this decrease, HPD was able to respond more quickly to non-heat emergency complaints, bringing the overall average time to close emergency complaints down to 10.3 days from 12.3 days a year ago, and reducing the number of outstanding emergency complaints by 13 percent.
- HPD closed over 209,400 nonemergency complaints during the fiscal year. Approximately 2 percent of these were significantly older complaints – minimum age of two years – that were closed as part of a data cleaning initiative. The overall average time to close a nonemergency complaint consequently grew to 41.7 days, while the number of outstanding complaints declined by more than half.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Total complaints reported	597,201	623,578	616,408	611,989	589,245	*	*	Neutral
★ - Total emergency complaints	396,260	419,271	409,354	407,772	388,276	*	*	Neutral
- Heat and hot water	111,642	128,708	114,009	115,629	99,409	*	*	Downward
- Lead	43,021	40,114	40,109	38,749	39,340	*	*	Neutral
- Other emergency	241,597	250,449	255,236	253,394	249,527	*	*	Neutral
★ - Nonemergency complaints	200,941	204,307	207,054	204,217	200,969	*	*	Neutral
★ Outstanding emergency complaints at end of month	10,717	10,673	12,210	11,603	10,089	*	*	Neutral
★ Outstanding nonemergency complaints at end of month	16,930	13,324	14,365	14,533	6,229	*	*	Downward
★ Average time to close emergency complaints (days)	16.4	12.1	12.0	12.3	10.3	*	*	Downward
★ Average time to close nonemergency complaints (days)	39.9	30.0	19.1	16.8	41.7	*	*	Downward
Inspections completed	621,503	707,516	689,872	678,038	697,736	600,000	600,000	Neutral
Inspection visits per team per day	10.0	11.6	11.0	11.3	11.8	*	*	Upward
Ratio of completed inspections to attempted inspections (%)	75%	74%	72%	71%	71%	*	*	Neutral

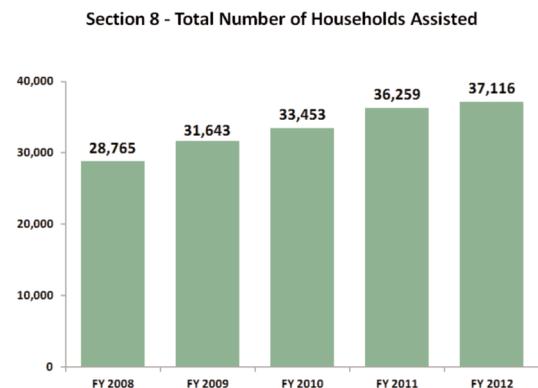
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Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Total violations issued</i>	483,578	532,497	495,726	462,721	468,644	*	*	Neutral
- <i>Total emergency violations issued</i>	88,997	104,370	97,506	88,342	92,665	*	*	Neutral
- <i>Heat and hot water</i>	12,374	15,727	12,436	12,945	10,869	*	*	Downward
- <i>Lead</i>	29,510	31,285	26,022	21,973	20,496	*	*	Downward
- <i>Other emergency</i>	47,113	57,358	59,048	53,424	61,300	*	*	Upward
- <i>Nonemergency violations issued</i>	394,581	428,127	398,220	374,379	375,979	*	*	Neutral
<i>Total violations removed</i>	721,629	706,478	608,214	556,777	536,010	*	*	Downward
<i>Violations issued and removed in the same fiscal year (%)</i>	34%	37%	38%	41%	43%	*	*	Upward
<i>Emergency violations corrected by owner (%)</i>	47%	52%	55%	56%	57%	*	*	Upward
<i>Emergency violations corrected by HPD (%)</i>	16%	15%	15%	14%	15%	*	*	Neutral
★ <i>Percent of non-lead emergency C violations issued in reporting year pending at end of reporting year</i>	32.0%	35.0%	32.0%	29.0%	20.4%	*	*	Downward
★ <i>Percent of non-lead emergency C violations issued during prior five years pending at end of reporting year</i>	10.0%	10.3%	11.0%	10.0%	9.8%	*	*	Neutral
<i>Average cost of repair work performed by HPD (\$)</i>	\$901	\$862	\$737	\$657	\$537	*	*	Downward
- <i>Emergency (non-lead) (\$)</i>	\$734	\$731	\$635	\$562	\$465	*	*	Downward
- <i>Lead (\$)</i>	\$2,431	\$2,273	\$2,338	\$2,623	\$2,302	*	*	Neutral
<i>Code compliance - Cases opened</i>	14,409	15,271	14,233	13,687	13,251	*	*	Downward
- <i>Cases closed</i>	14,275	14,495	15,226	14,846	14,109	*	*	Neutral
- <i>Cases active (end of month)</i>	6,657	7,501	6,195	4,909	3,922	*	*	Downward
<i>Judgments and settlements collected (\$000)</i>	\$5,457	\$5,505	\$5,207	\$5,029	\$4,503	*	*	Downward

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

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

- The total number of households receiving HPD Section 8 rental assistance grew by 2.3 percent to 37,116. HPD issued more vouchers in Fiscal 2012 in order to increase the Calendar 2012 utilization and maximize renewal funding. The Section 8 utilization rate remained high at 97.1 percent.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Section 8 - Utilization rate</i>	93.0%	94.9%	97.3%	96.8%	97.1%	*	*	Neutral
- <i>Number of vouchers issued</i>	4,297	4,818	1,456	1,821	2,786	*	*	Downward
- <i>Number of households assisted (Total)</i>	28,765	31,643	33,453	36,259	37,116	*	*	Upward

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

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

- In Fiscal 2012 the Department continued to provide oversight of properties in which the City has invested with an increased focus on identifying properties with significant physical and financial issues. In May 2012 the Department gained access to the electronic financial data of approximately 300 Low Income Housing Tax Credit projects which enabled the Agency to conduct more in-depth analysis of the portfolio's finances, but resulted in fewer financial reviews in Fiscal 2012.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
<i>Asset management - Number of projects in workload</i>	NA	NA	1,861	1,861	1,861	*	*	NA
<i>- Number of financial reviews completed</i>	498	378	534	486	258	*	*	Downward
<i>- Number of buildings inspected</i>	294	150	377	476	474	*	*	Upward

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Agency Customer Service

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	62	64	48	58	NA	58	NA
Percent of letters responded to in 14 days	NA	71	57	54	49	NA	49	NA
Average customer in-person wait time (minutes)	NA	28	31	32	29	NA	29	NA
Completed customer requests for interpretation	NA	1,034	3,972	1,978	2,312	NA	NA	NA
CORE customer experience rating (0-100)	NA	NA	88	87	85	NA	85	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Heating (5 days)	NA	NA	68	NA	83	NA	76	NA
Percent meeting time to action (close) – Non-Construction - Vermin (17 days)	NA	NA	46	NA	65	NA	56	NA
Percent meeting time to action (close) – Paint/Plaster - Ceiling (17 days)	NA	NA	65	NA	74	NA	70	NA
Percent meeting time to action (close) – Paint/Plaster - Walls (17 days)	NA	NA	61	NA	72	NA	67	NA
Percent meeting time to action (close) – Plumbing - Water-Leaks (17 days)	NA	NA	59	NA	71	NA	65	NA

Agency Resources

Resource Statistics	Actual					Plan ¹		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$598.0	\$702.2	\$727.9	\$705.4	\$834.7	\$577.6	\$571.3	Upward
Revenues (\$ millions)	\$62.3	\$65.9	\$60.1	\$72.4	\$43.8	\$18.4	\$18.8	Downward
Personnel	2,692	2,565	2,424	2,282	2,153	2,459	2,397	Downward
Overtime paid (\$ millions)	\$0.9	\$0.9	\$0.7	\$0.4	\$0.7	\$0.7	\$0.8	Downward
Capital commitments (\$ millions) ³	\$350.6	\$357.5	\$292.8	\$342.9	\$297.7	\$340.3	\$453.5	Downward
Work Experience Program (WEP) participants assigned	378	211	382	260	234	*	*	Downward

¹ Authorized Budget Level "NA" - Not Available in this report
² Expenditures include all funds. ³ To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.

Noteworthy Changes, Additions or Deletions

- Beginning with the Fiscal 2013 Preliminary Mayor's Management Report, the MMR will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013 HPD's services and goals are:

Service 1: Enforce the Housing Maintenance Code.

Goal 1a: Close housing maintenance complaints promptly.

Goal 1b: Reduce violations in buildings with non-compliant landlords.

Goal 1c: Placeholder for future Alternative Enforcement Program goal.

Service 2: Preserve and create quality affordable housing.

Goal 2a: Increase access to and improve the quality of affordable housing.

Service 3: Manage HPD affordable housing assets and federal rent subsidies.

Goal 3a: Ensure continued viability of existing affordable housing.

Goal 3b: Maximize federal rent subsidies to make housing affordable for low income New Yorkers.

- Also beginning in Fiscal 2013, performance targets were added for select customer service indicators. For HPD, performance targets were added to nine such indicators.
- The Department updated seven Fiscal 2013 targets for starts and completions under the New Housing Marketplace Plan (NHMP) to reflect the current pipeline of projects.
- HPD had expected to correct previously reported NHMP data for units completed in the Fiscal 2012 MMR. However, the necessary revisions involve technological modifications to the underlying database and have taken longer than expected to complete. Consequently, the revised data will be available by the Fiscal 2013 MMR.
- HPD began counting the number of homeowners receiving downpayment assistance as NHMP completions beginning in Fiscal 2011. This change in methodology was not previously reported in the Fiscal 2011 MMR. Corrections to previously reported data will occur by the Fiscal 2013 MMR as explained in the above bullet.
- Fiscal 2011 data for the NHMP measure that reports on the number of new construction starts was corrected to 3,873 from 4,055 as the number of homeowners receiving downpayment assistance was incorrectly included in the new construction total.
- As of October 2011 the authority to enforce window guard compliance and issue violations was transferred from the Department of Health and Mental Health to HPD. These violations are now counted in the emergency violations metric.

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

