



# DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Mathew M. Wambua, Commissioner

## What We Do

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.

## Our Services and Goals

### Service 1: Enforce the Housing Maintenance Code.

- Goal 1a: Close housing maintenance complaints promptly.
- Goal 1b: Improve compliance with the Housing Maintenance Code through enforcement.

### 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.

## How We Performed in Fiscal 2013

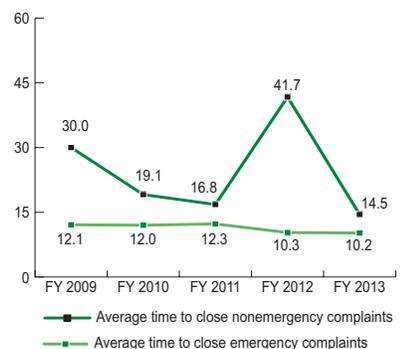
### Service 1: Enforce the Housing Maintenance Code.

#### Goal 1a: Close housing maintenance complaints promptly.

Complaints to the 311 Customer Service Center regarding housing conditions (ranging from lack of essential services to conditions like vermin, peeling paint and broken intercoms) decreased for the fourth consecutive year. Compared to Fiscal 2009, overall complaints have dropped by 13 percent, with decreases in both the emergency and nonemergency complaint categories. During the same period the average time to close an emergency complaint improved by almost 2 days, to 10.2 days in Fiscal 2013, partly due to the decrease in complaints, particularly in lead complaints which take longer to investigate.

Average times to close nonemergency complaints have fluctuated from a high of 41.7 days last year, when HPD completed a cleanup of older complaints, to a low of 14.5 days this year. Closing housing maintenance complaints promptly is integral to the physical health of the City's housing stock and the public's confidence in the City to address their housing concerns.

Average time to close complaints (days)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Total complaints reported	623,578	616,408	611,989	589,245	541,397	*	*	Neutral	Down
★ - Emergency complaints reported	419,271	409,354	407,772	388,276	364,627	*	*	Neutral	Down
- Heat and hot water	128,708	114,009	115,629	99,409	108,853	*	*	Neutral	Down
- Lead	40,114	40,109	38,749	39,340	34,056	*	*	Neutral	Down
- Other emergency	250,449	255,236	253,394	249,527	221,718	*	*	Neutral	Neutral
- Nonemergency complaints reported	204,307	207,054	204,217	200,969	176,770	*	*	Neutral	Down
Inspections completed	707,516	689,872	678,038	697,736	661,206	600,000	600,000	Neutral	Neutral
Inspection visits per team per day	11.6	11.0	11.3	11.8	12.2	*	*	Up	Neutral
Ratio of completed inspections to attempted inspections (%)	74%	72%	71%	71%	72%	*	*	Up	Neutral
Total complaints closed	627,228	613,836	612,428	599,374	540,035	*	*	Up	Down
- Emergency complaints closed	419,315	407,826	408,379	389,952	364,049	*	*	Up	Down
- Nonemergency complaints closed	207,913	206,010	204,049	209,422	175,986	*	*	Up	Down
★ Average time to close emergency complaints (days)	12.1	12.0	12.3	10.3	10.2	*	12.0	Down	Down
★ Average time to close nonemergency complaints (days)	30.0	19.1	16.8	41.7	14.5	*	30.0	Down	Down
★ Outstanding emergency complaints at end of month	10,673	12,210	11,603	10,089	10,667	*	11,000	Down	Neutral
★ Outstanding nonemergency complaints at end of month	13,324	14,365	14,533	6,229	7,013	*	14,500	Down	Down

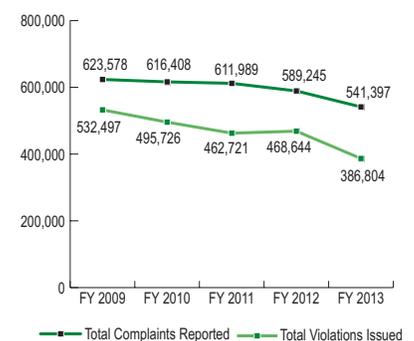
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### Goal 1b: Improve compliance with the Housing Maintenance Code through enforcement.

HPD uses enforcement tools within the Office of Enforcement and Neighborhood Services (ENS) to ensure compliance with legal and regulatory obligations. ENS works closely with other HPD divisions and outside community partners to identify buildings with violation problems, assess and develop appropriate strategies to address those properties, and work closely with responsible owners to develop a plan to improve conditions and return buildings to firm financial footing and physical health.

HPD issued 17 percent fewer violations than in the previous fiscal year largely as a result of the decrease in number of complaints received. Although the number of violations decreased, HPD's enforcement against violators continues to be significant. The Department's Housing Litigation Division (HLD) brings enforcement proceedings against non-compliant owners of buildings in which HPD has issued violations, seeking orders to correct as well as civil penalties. For example, during the 2012-2013 heat season (October 1 to May 31), the HLD commenced 2,819 heat and hot water cases and collected \$2,003,354 in charges. During the comparable period last heat season, HLD commenced 2,669 heat and hot water cases and collected \$1,434,783 in charges.

Complaints Reported vs. Violations Issued



As an example of HPD's equally important proactive enforcement, the Alternative Enforcement Program (AEP) represents the Department's efforts to preserve housing by proactively using data and field experience to target its scarce resources to properties most in distress, saving them from abandonment and from becoming blighting influences. The Department annually designates 200 severely distressed buildings of three or more units for participation in AEP. Selection is based on the presence of hazardous housing code violations and charges incurred by the City for emergency repairs. Owners are given four months to correct the conditions after which point HPD exercises its statutory authority to repair the underlying conditions, impose fines, and place a lien on the property for any unpaid charges. Of the 1,200 buildings that have entered AEP to date, 59 percent have successfully completed the program.

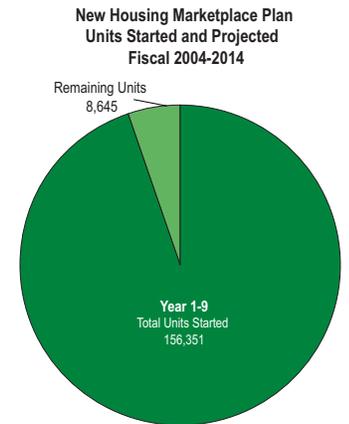
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Total violations issued	532,497	495,726	462,721	468,644	386,804	*	*	Neutral	Down
- Emergency violations issued	104,370	97,506	88,342	92,665	78,564	*	*	Neutral	Down
- Heat and hot water	15,727	12,436	12,945	10,869	12,216	*	*	Neutral	Down
- Lead	31,285	26,022	21,973	20,496	13,615	*	*	Neutral	Down
- Other emergency	57,358	59,048	53,424	61,300	52,733	*	*	Neutral	Neutral
- Nonemergency violations issued	428,127	398,220	374,379	375,979	308,240	*	*	Neutral	Down
★ Violations issued and removed in the same fiscal year (%)	37%	38%	41%	43%	41%	*	38%	Up	Up
★ Emergency violations corrected by owner (%)	52%	55%	56%	57%	53%	*	55%	Up	Neutral
Emergency violations corrected by HPD (%)	15%	15%	14%	15%	15%	*	*	Down	Neutral
Violations removed	706,478	608,214	556,777	536,010	433,960	*	*	Up	Down
Housing Maintenance Code compliance - Cases opened	15,271	14,233	13,687	13,251	12,435	*	*	Neutral	Down
- Cases closed	14,495	15,226	14,846	14,109	12,106	*	*	Neutral	Down
Average cost of repair work performed by HPD (\$)	\$862	\$737	\$657	\$537	\$514	*	*	Neutral	Down
- Emergency (non-lead) (\$)	\$731	\$635	\$562	\$465	\$467	*	*	Neutral	Down
- Lead (\$)	\$2,273	\$2,338	\$2,623	\$2,302	\$2,108	*	*	Neutral	Neutral
Alternative Enforcement Program - Buildings currently active	NA	NA	478	473	498	*	*	Neutral	NA
- Buildings discharged (cumulative)	NA	NA	322	527	702	*	*	Neutral	NA
- Buildings discharged from program (%) (cumulative)	NA	NA	40%	53%	59%	*	*	Up	NA

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**Service 2: Preserve and create quality affordable housing.**  
**Goal 2a: Increase access to and improve the quality of affordable housing.**

HPD exceeded its housing starts target in Fiscal 2013 by six percent for a total of 15,382 units. Units started this fiscal year will bring total New Housing Marketplace (NHMP) housing starts to more than 95 percent of the plan's overall goal of 165,000 units started by the end of Fiscal 2014.

The agency set a fairly aggressive completion target this year of 11,763 units, including a number of large projects with multiple phases. Construction took longer than expected, with some construction delays caused by Hurricane Sandy. As a result, HPD met only 79 percent of the Fiscal 2013 completion target. Overall, since the plan's inception in Fiscal 2004, the agency has completed 136,631 units, or 83 percent of its NHMP completion goal.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	12,444	14,747	15,735	17,042	15,382	14,500	13,000	Up	Up
- New construction starts	4,336	3,410	4,055	2,642	4,626	5,515	5,444	Up	Neutral
- Preservation starts	8,108	11,337	11,680	14,400	10,756	8,835	7,556	Up	Up
Planned starts initiated (%)	96%	102%	109%	117%	106%	*	*	Up	Up
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	13,915	17,468	14,963	15,905	9,337	11,763	11,606	Up	Down
- New construction completions	5,122	5,281	7,754	4,598	3,167	3,705	4,184	Up	Down
- Preservation completions	8,793	12,187	7,209	11,307	6,170	8,058	7,422	Up	Down
Planned units completed (%)	89%	104%	97%	144%	79%	*	*	Up	Neutral

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**Service 3: Manage HPD affordable housing assets and federal rent subsidies.**  
**Goal 3a: Ensure continued viability of existing affordable housing.**

The Department continues to provide oversight of properties in which the City has invested with an increased focus on identifying properties with significant physical and financial issues. During the year 241 projects were added to the asset management workload and other projects timed out of their regulatory terms and are no longer in the portfolio. As a result, the net change between fiscal years 2012 and 2013 is 102 projects, an increase of six percent. As of last year the Department gained access to the electronic financial data of Low Income Housing Tax Credit projects, enabling it to conduct more targeted in-depth analysis of the portfolio's finances, but resulting in fewer financial reviews. The number of financial reviews completed in the last two years reflects this change.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Asset management - Projects in workload	NA	1,714	1,762	1,762	1,864	*	*	Neutral	NA
- Financial reviews completed	378	534	486	258	255	*	*	Up	Down
- Buildings inspected	150	377	476	474	415	*	*	Up	Up

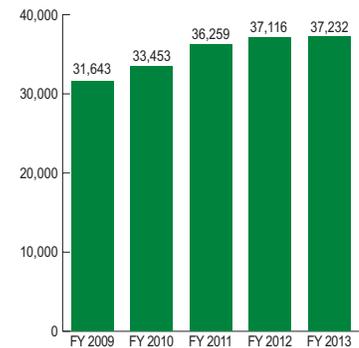
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**Goal 3b: Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.**

Section 8, also known as the Housing Choice Voucher Program, provides funding for rent subsidies for eligible low-income families to locate decent, safe, and affordable housing. Families can select housing within a neighborhood of their choice. Rent subsidies (vouchers) allow families to pay a reasonable share of their income toward rent while the program, within specific limits, makes up the difference. HPD's Section 8 program is the fourth largest in the United States.

Due to the on going impact of federal sequestration, HPD issued 50 percent fewer Section 8 vouchers but continued to maintain an optimal voucher utilization rate of 98 percent.

Section 8 - Total Number of Households Assisted



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Section 8 - Utilization rate	94.9%	97.3%	96.8%	97.1%	98.2%	*	96.0%	Up	Neutral
- Vouchers issued	4,818	1,456	1,821	2,786	1,404	*	*	Up	Down
- Households assisted	31,643	33,453	36,259	37,116	37,232	*	*	Up	Up
Future outcome measure on Housing Quality Survey inspections	NA	NA	NA	NA	NA	*	*	Up	NA

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## Agency Customer Service

In Fiscal 2013 HPD exceeded its targets for responding to all 311 service request categories within specific timeframes and also met or surpassed the target for responding to both e-mails and letters within 14 days.

HPD added a new indicator this reporting period, measuring customer service ratings of visitors to the Division of Tenant Resources, Client and Owner Service Center. Ninety-nine percent of respondents rated customer service as good or better.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	62	64	48	58	58	58	58	Neutral
Letters responded to in 14 days (%)	71	57	54	49	53	49	52	Down
Average customer in-person wait time (minutes)	28	31	32	29	30	29	29	Neutral
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	NA	NA	98	99	99	NA	95	NA
Completed customer requests for interpretation	1,034	3,972	1,978	2,312	1,611	NA	NA	Neutral
CORE customer experience rating (0-100)	NA	88	87	85	87	85	85	NA
<b>Response to 311 Service Requests (SRs)</b>								
Percent meeting time to action (close) – Heating (5 days)	NA	68	NA	83	84	76	78	NA
Percent meeting time to action (close) – Non-Construction - Vermin (17 days)	NA	46	NA	65	66	56	59	NA
Percent meeting time to action (close) – Paint/Plaster - Ceiling (17 days)	NA	65	NA	74	76	70	71	NA
Percent meeting time to action (close) – Paint/Plaster - Walls (17 days)	NA	61	NA	72	74	67	69	NA
Percent meeting time to action (close) – Plumbing - Water-Leaks (17 days)	NA	59	NA	71	75	65	68	NA

## Agency Resources

Resource Indicators	Actual					Plan <sup>1</sup>		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) <sup>2</sup>	\$702.2	\$727.9	\$705.4	\$731.3	\$758.0	\$659.9	\$577.7	Neutral
Revenues (\$000,000)	\$65.9	\$60.1	\$72.4	\$43.8	\$79.0	\$31.2	\$21.8	Neutral
Personnel	2,565	2,424	2,282	2,153	2,062	2,401	2,387	Down
Overtime paid (\$000,000)	\$0.9	\$0.7	\$0.4	\$0.4	\$1.5	\$1.2	\$0.8	Up
Capital commitments (\$000,000)	\$357.5	\$292.8	\$342.9	\$297.7	\$375.7	\$1,245.2	\$384.3	Neutral
Work Experience Program (WEP) participants assigned	211	382	260	234	162	*	*	
<sup>1</sup> Authorized Budget Level	<sup>2</sup> Expenditures include all funds.		"NA" - Not Available in this report					

## Noteworthy Changes, Additions or Deletions

- As a result of its ongoing and detailed review of all New Housing Marketplace Plan (NHMP) projects, HPD corrected Fiscal 2004-2012 data for units started as needed. The clean-up had a minimal effect on total NHMP starts.
- In Fiscal 2013 HPD stopped reporting data for the indicator 'Number of homeowners receiving downpayment assistance' as a separate category. These units are now being reported as part of new construction starts and historical data has been adjusted accordingly.
- HPD also corrected previously reported NHMP data for units completed following technological modifications to the agency's underlying databases. Changes reflect a more accurate picture of a project's completion date. There was a net change of 6,685 additional units from Fiscal 2004-2012, five percent of the units completed to date.
- The Department updated its Fiscal 2014 NHMP targets for starts and completions to reflect a more current pipeline of projects.
- Fiscal 2010-2012 data has been revised to reflect a more accurate picture of the number of projects in the Department's Asset Management portfolio. Past data was compiled based on program assumptions; the Department has reevaluated its methodology and now provides a more accurate point in time snapshot.
- HPD will begin reporting data on the outcome of its Section 8 housing inspections in Fiscal 2014. A placeholder has been added to the appropriate data table.

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