



DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

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

- Fewer violations were issued across all violation categories in the first four months of Fiscal 2014 largely as a result of the decrease in the number of complaints received. Violation issuance saw a 1.7 percent reduction to 131,891, while total complaints decreased by 2.1 percent to 156,144.
- Total housing starts and completions from the first four months of Fiscal 2014 were significantly lower than in the same Fiscal 2013 period. There can be marked differences in performance from year to year depending on the presence or absence of a few large projects, construction schedules, and annual targets. Units started through December 2013 will bring total New Housing Marketplace housing starts to 160,000. By the end of Fiscal 2014 HPD fully expects to reach the plan's overall goal of 165,000 units started as scheduled.
- 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 and has introduced new asset management indicators to better reflect its oversight role. Since last year HPD added 735 buildings to its asset management portfolio, a 17 percent increase in rental buildings and 25 percent increase in co-op buildings. In addition to tracking real-time information on the physical and financial condition of properties, HPD's asset managers work with property owners to provide assistance on reducing municipal arrears and housing code violations. They also liaise with other departments within HPD, other City agencies and HPD's partner organizations to assist in resolving financial, physical and regulatory issues. Based on the program's criteria, less than one percent of the rental portfolio and six percent of the co-op portfolio were identified as distressed.
- Due to the ongoing impact of federal sequestration, HPD issued 93 percent fewer Section 8 vouchers than in the same period last year, 48 compared to 724, but continued to maintain a high voucher utilization rate of 97.7 percent. As of October 2013 HPD completed 5,731 inspections of subsidized units as required by federal regulations; 89 percent of inspected units met inspection criteria. Units that fail inspections are not subsidized until a subsequent inspection confirms that they have met the criteria.

Service 1: Enforce the Housing Maintenance Code.
Goal 1a: Close housing maintenance complaints promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total complaints reported	611,989	589,245	541,397	*	*	159,515	156,144
★ - Emergency complaints reported	407,772	388,276	364,627	*	*	97,615	95,419
- Nonemergency complaints reported	204,217	200,969	176,770	*	*	61,900	60,725
Inspections completed	678,038	697,736	661,206	600,000	600,000	207,954	202,836
Inspection visits per team per day	11.3	11.8	12.2	*	*	11.2	11.0
Ratio of completed inspections to attempted inspections (%)	71%	71%	72%	*	*	70%	71%
Total complaints closed	612,428	599,374	540,035	*	*	158,243	153,258
- Emergency complaints closed	408,379	389,952	364,049	*	*	96,898	93,203
- Heat and hot water	115,583	99,430	108,742	*	*	11,714	10,801
- Lead	38,047	39,862	34,022	*	*	11,146	10,979
- Other emergency	254,749	250,660	221,285	*	*	74,038	71,423
- Nonemergency complaints closed	204,049	209,422	175,986	*	*	61,345	60,055
★ Average time to close emergency complaints (days)	12.3	10.3	10.2	12.0	12.0	10.7	11.2
★ Average time to close nonemergency complaints (days)	16.8	41.7	14.5	30.0	30.0	11.9	12.9
★ Outstanding emergency complaints at end of month	11,603	10,089	10,667	11,000	10,000	10,806	12,883
★ Outstanding nonemergency complaints at end of month	14,533	6,229	7,013	14,500	11,000	6,784	7,383

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Total violations issued	462,721	468,644	386,804	*	*	134,120	131,891
- Emergency violations issued	88,342	92,665	78,564	*	*	23,431	22,665
- Heat and hot water	12,945	10,869	12,216	*	*	1,472	1,446
- Lead	21,973	20,496	13,615	*	*	4,803	4,912
- Other emergency	53,424	61,300	52,733	*	*	17,156	16,307
- Nonemergency violations issued	374,379	375,979	308,240	*	*	110,689	109,226
★ Violations issued and removed in the same fiscal year (%)	41%	43%	41%	38%	40%	NA	NA
★ Emergency violations corrected by owner (%)	56%	57%	53%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	14%	15%	15%	*	*	NA	NA
Violations removed	556,777	536,010	433,960	*	*	153,062	144,596
Housing Maintenance Code compliance - Cases opened	13,687	13,251	12,435	*	*	3,016	3,931
- Cases closed	14,846	14,109	12,106	*	*	3,553	4,725
Average cost of repair work performed by HPD (\$)	\$657	\$537	\$514	*	*	NA	NA
- Emergency (non-lead) (\$)	\$562	\$465	\$467	*	*	NA	NA
- Lead (\$)	\$2,623	\$2,302	\$2,108	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	478	473	498	*	*	NA	NA
- Buildings discharged (cumulative)	322	527	702	*	*	NA	NA
- Buildings discharged from program (%) (cumulative)	40%	53%	59%	*	*	NA	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Total starts financed or assisted under the New Housing Marketplace Plan (units)	15,735	17,042	15,382	13,000	*	1,428	773
- New construction starts	4,055	2,642	4,626	5,444	*	592	268
- Preservation starts	11,680	14,400	10,756	7,556	*	836	505
Planned starts initiated (%)	109%	117%	106%	*	*	10%	6%
★ Total completions financed or assisted under the New Housing Marketplace Plan (units)	14,963	15,905	9,337	11,606	*	2,700	1,314
- New construction completions	7,754	4,598	3,167	4,184	*	1,095	1,229
- Preservation completions	7,209	11,307	6,170	7,422	*	1,605	85
Planned units completed (%)	97%	144%	79%	*	*	23%	11%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Asset management - Rental buildings in portfolio	NA	NA	2,651	*	*	2,651	3,110
Physically and financially distressed rental buildings in portfolio (%)	NA	NA	0.7%	*	*	0.5%	0.7%
Asset management - Co-op buildings in portfolio	NA	NA	1,069	*	*	1,069	1,345
Physically and financially distressed co-op buildings in portfolio (%)	NA	NA	4.8%	*	*	5.3%	5.5%

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Section 8 - Utilization rate	96.8%	97.1%	98.2%	96.0%	96.0%	98.0%	97.7%
- Vouchers issued	1,821	2,786	1,404	*	*	724	48
- Households assisted	36,259	37,116	37,232	*	*	37,460	37,112
Section 8 subsidized units passing annual Housing Quality Standard inspections (%)	NA	NA	88%	*	*	83%	89%

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Agency Customer Service

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Customer Experience							
Emails responded to in 14 days (%)	48%	58%	60%	58%	*	68%	55%
Letters responded to in 14 days (%)	54%	49%	53%	52%	*	52%	52%

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Heating (5 days)	NA	83	84	78	*	83	81
Percent meeting time to close - Vermin (17 days)	NA	65	66	59	*	70	67
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	NA	74	76	71	*	82	79
Percent meeting time to close - Paint/Plaster - Walls (17 days)	NA	72	74	69	*	81	76
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	NA	71	75	68	*	82	76

Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 ¹	FY15 ¹	FY13	FY14
Expenditures (\$000,000) ²	\$705.4	\$731.3	\$675.3	\$577.7	\$765.3	\$553.1	\$280.1	\$285.7
Revenues (\$000,000)	\$72.4	\$43.8	\$78.9	\$21.8	\$33.3	\$22.1	\$13.9	\$15.0
Personnel	2,282	2,153	2,062	2,387	2,321	2,259	2,107	2,062
Overtime paid (\$000,000)	\$0.4	\$0.4	\$1.7	\$0.8	\$0.8	\$0.8	\$0.1	\$0.4
Capital commitments (\$000,000)	\$342.9	\$297.7	\$375.7	\$384.3	\$809.2	\$271.7	\$26.1	\$32.9
Work Experience Program (WEP) participants assigned	260	234	162	*	*	*	271	152
¹ February 2014 Financial Plan	² Expenditures include all funds.		"NA" - Not Available in this report					

Noteworthy Changes, Additions or Deletions

- As reported in the Fiscal 2013 Mayor's Management Report, the Department completed a detailed review of all New Housing Marketplace Plan (NHMP) projects which resulted in minor revisions to the number of units started. In addition, following technological modifications to the agency's underlying databases, HPD made more substantive corrections to the number of NHMP units completed. As a result of these corrections, four-month Fiscal 2013 data for NHMP starts was revised from 1,209 to 1,428 and completions from 1,571 to 859.
- As appropriate, Fiscal 2015 housing development targets will be provided in the Fiscal 2014 Mayor's Management Report pending direction from the new administration.
- The Department replaced the three asset management indicators that reported on the number of projects, financial reviews and inspected buildings with new metrics that report on the number of buildings in the portfolio and the percent in distress by building type (rental and co-op).
- HPD added an indicator on the percent of Section 8 subsidized units passing annual Housing Quality Standard inspections.
- The Department updated four-month Fiscal 2013 data for the percent of emails and letters responded to in 14 days from 73% and 45%, respectively, to 68% and 52%, and also updated Fiscal 2013 year-end data for the percent of emails responded to in 14 days, from 58% to 60%.

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